Fiscal Year 2017

City of Raleigh Strategic Plan
Year-End Performance Report

Branching Into Our Future:
A solid foundation for an intentional future
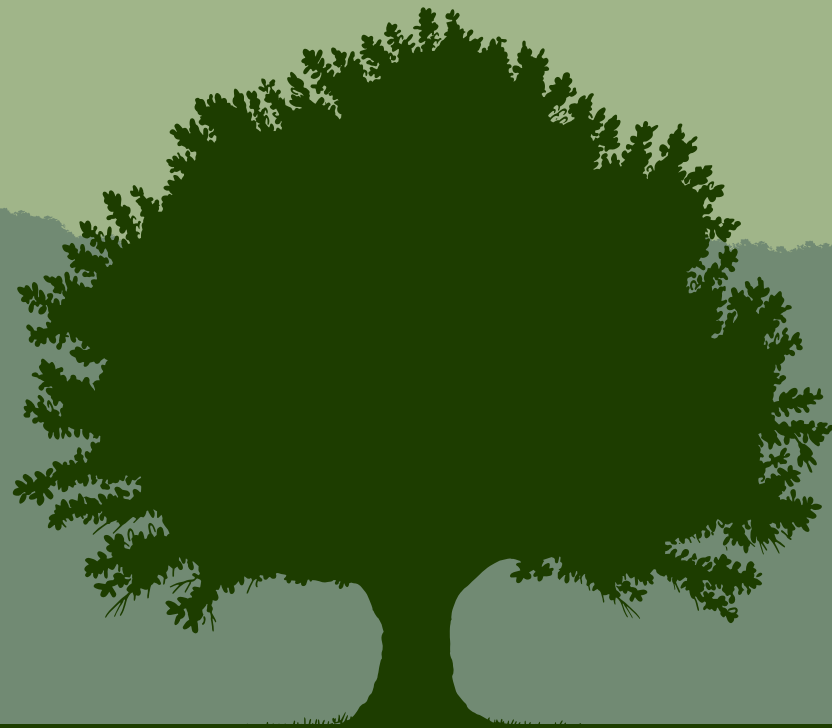
strategicplan.raleighnc.gov

Table of Contents

Raleigh
City Council

Raleigh City Council provides the vision and leadership for the City of Raleigh's strategic planning efforts.

In January 2014, the City Council initiated and oversaw the development of the strategic plan by identifying the six key focus areas at their annual retreat. With the Council-generated focus areas in hand, work groups of City staff members fleshed out objectives and initiatives for Council review and revision. The City Council adopted the strategic plan in April 2015.

In January 2016, City Council gave support to more than 50 performance measures being included in the strategic planning process. Performance measures will assist the City with using its resources more effectively by illuminating successes and challenges.

In late 2016, as part of the strategic planning efforts, City Council commissioned a community survey to gain valuable feedback from Raleigh residents. This third-party administered survey used social science research standards, including random sampling, to allow for statistically-significant data on a wide variety of topics concerning the community. Many of the results from the survey are shared within this report.

Each fiscal year, City staff will submit a performance report to City Council, and ultimately the public, to document its progress at addressing the City Council's strategic plan.

Letter from the City Manager

In April 2015, Raleigh City Council marked a milestone with the adoption of the City's first-ever strategic plan. This performance report, which communicates our progress at meeting the goals outlined in the strategic plan, represents yet another important milestone for the City of Raleigh.

The strategic plan's initiatives and performance metrics allow us to be transparent about our goals, focused in our efforts, and accountable for our results.

In committing to public performance reporting, we made a decision to be transparent about not only where we are doing well, but also where we are falling short. With this report, we can review data to understand what is working and what is not.

More broadly speaking, this report represents an underlying change within our organization of working cross-departmentally to make data-informed decisions on how best to achieve established goals.
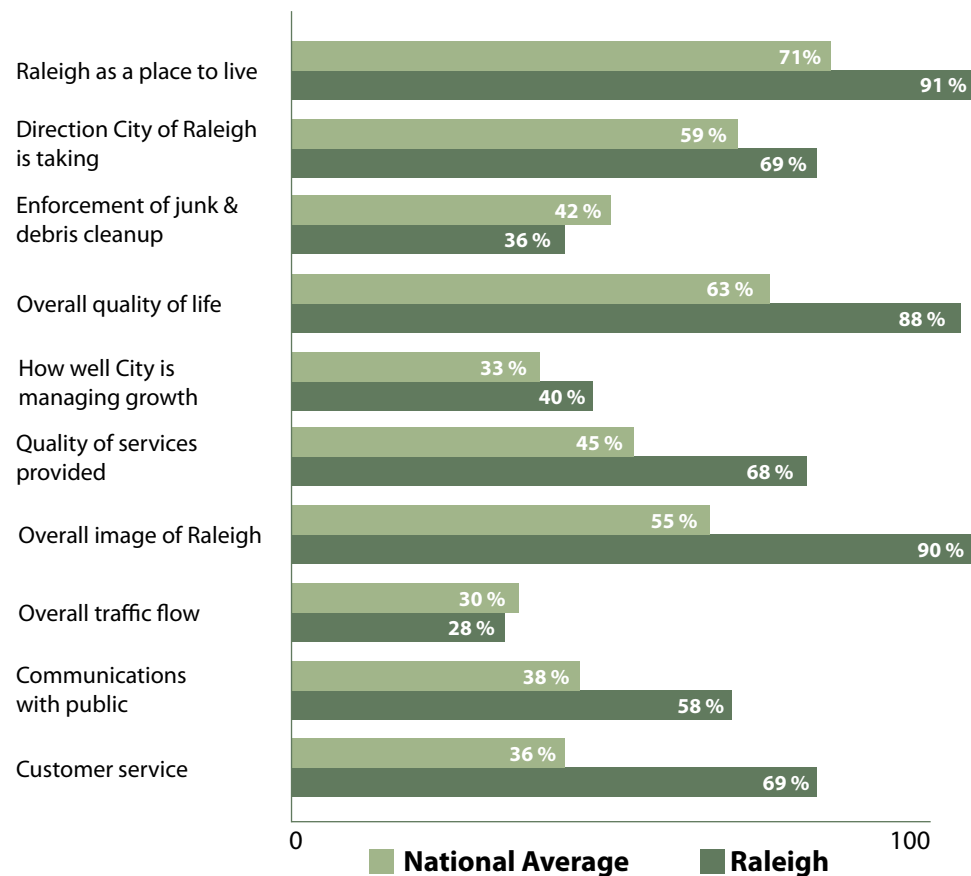
As reflected in this year-end report, during Fiscal Year 2017, staff continued to support City Council in its effort to lay a solid foundation for an intentional and prosperous future for the city of Raleigh.

Sincerely,
Ruffin L. Hall
City Manager

How Raleighites See Raleigh

In late 2016, the City of Raleigh commissioned its first-ever Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities[1]. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.

Category	National Average	Raleigh
Raleigh as a place to live	71%	91%
Direction City of Raleigh is taking	59%	69%
Enforcement of junk & debris cleanup	42%	36%
Overall quality of life	63%	88%
How well City is managing growth	33%	40%
Quality of services provided	45%	68%
Overall image of Raleigh	55%	90%
Overall traffic flow	30%	28%
Communications with public	38%	58%
Customer service	36%	69%

National Average **Raleigh**

#REFLECTRALEIGH
@RALEIGHGOV

THIS PROJECT AIMS TO CAPTURE THE CITY'S GREATEST ASSET – YOU! WHEN YOU SEE THIS MIRROR THROUGHOUT THE SUMMER, WE HOPE YOU'LL BE INSPIRED TO PARTICIPATE. SNAP A PHOTO. TAG US. AND THAT'S IT. HELP US SHARE A TRUE IMAGE OF RALEIGH.

How the World Sees Raleigh[2]

Best Cities for Jobs	#1	Glassdoor
Best Big City in the Southeast	*	Money Magazine
Easiest City to Find a Job	#2	Forbes
Hottest Spots for Tech Jobs	#2	Forbes
America's Most Future Ready Cities	#6	Dell
Best Cities for Young Professionals	#3	Forbes
America's Next Boom Town	#5	Forbes
Best Cities for Young Families	#3	Value Penguin
Best Cities for Recent Grads	#15	Nerd Wallet
Best Cities for Creating and Keeping Quality Jobs	#6	Money Magazine
Top Cities for Beer Lovers	#6	Infogroup

*The organization did not rank cities in numerical order.

Using the Report

This report is organized by the strategic plan's six key focus areas. Each key focus area (KFA) has a summary page that lists its objectives and a few performance measures. The pages that follow the KFA summary page are organized by objective; these objective pages include additional performance measures as well as information on the initiatives within that particular objective.

To conserve space within the report, initiatives are abbreviated but use the numbering scheme found in the City's strategic plan to allow for cross-referencing; this means that ACR 1.1 in this report is the same initiative labeled ACR 1.1 in the strategic plan. The City's strategic plan can be accessed at: **strategicplan.raleighnc.gov** or by calling the City's Budget and Management Services Department at 919-996-4270.

**Key Focus Areas (abbreviations are noted in parentheses)**
- **Arts and Cultural Resources (ACR)**
- **Organizational Excellence (OE)**
- **Economic Development and Innovation (EDI)**
- **Safe, Vibrant and Healthy Community (SVHC)**
- **Growth and Natural Resources (GNR)**
- **Transportation and Transit (TT)**

As reflected in the updates, initiatives are in varying phases of being addressed. Some initiatives are still being evaluated for feasibility and scope, others are being planned for implementation, and many are currently being implemented. The phasing of initiatives acknowledges the City's limited resources, maximizes impact by employing appropriate sequencing for initiatives that are interdependent, and allows for prudent and thoughtful implementation.

Arts and Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

Creative Vitality Index

Year	USA	Raleigh
2015	1.00	1.29
2014	1.00	1.28
2013	1.00	1.27
2012	1.00	1.34

■ USA   ■ Raleigh
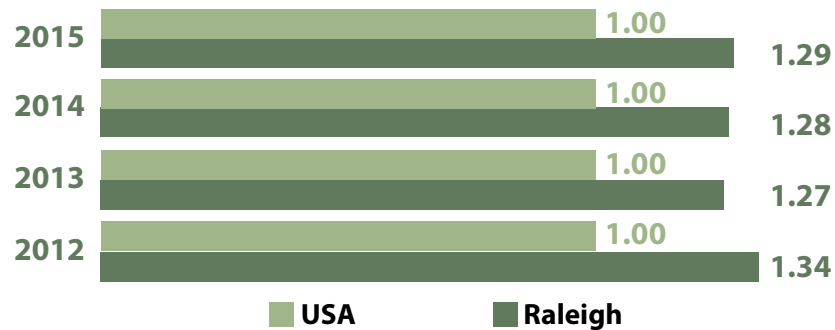
The most recent Creative Vitality Index[3] indicates that Raleigh's per-capita concentration of creativity (creative occupations, industry sales, and cultural nonprofit revenues) is 29% higher than the national average. The 2015 direct economic impact (direct spending) of Raleigh's nonprofit arts and cultural organizations was $167,668,956. This $167.7 million in

$167,668,956

spending, along with an additional $364 million in event-related spending by their audiences, supported 18,894 full-time equivalent jobs. In short, Raleigh's arts and cultural scene not only makes for a vibrant community but also contributes to our strong economy.

Raleigh's arts and cultural amenities not only enhance our quality of life, the data show arts and culture also enhance our economic wellbeing. The two objectives within the Arts and Cultural Resources key focus area seek to:

- Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.
- Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

Community Ratings on Arts and Cultural programs in Raleigh
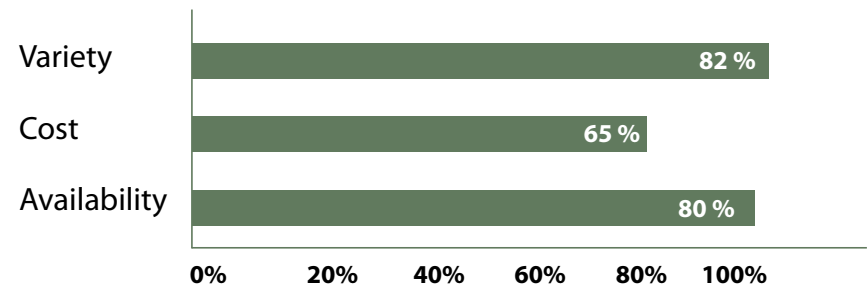
Category	Rating
Variety	82 %
Cost	65 %
Availability	80 %

0%   20%   40%   60%   80%   100%

Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

ACR 1.1 Arts & Culture Marketing Campaign for "Southern Capital of Arts and Culture"
The City's overall branding effort will serve as a brand for the City's governmental functions and communications. This strategic plan initiative is linked to the City's overall branding effort, and can be adapted as an Arts and Cultural Resources sub-brand used in an artistic way, to represent the City's arts and culture initiatives. Efforts related to this initiative will continue to be explored concurrently with the City branding effort. Staff will continue promoting Raleigh's rich arts and culture scene through initiatives such as Oak City Sessions, a live music television show that focuses on popular local musicians and their original music. Oak City Sessions is co-produced by the City of Raleigh and Deep South Entertainment and airs monthly on RTN11 and globally on YouTube.

ACR 1.2 Explore Public-Private Partnership for a Unified Arts & Culture Foundation
Over the last year, meetings with area cultural resource and arts leaders were held to explore and scope this initiative and discuss how it may bolster existing efforts and best serve the community. These discussions revealed the need to explore options beyond a unified foundation for meeting the underlying goals. Moving forward, staff will be reviewing drafts of the City's Advertising and Naming Rights Policy, currently in development, to determine the ramifications this policy will have on arts and cultural resources fundraising.

Develop Raleigh Arts Plan
The Strategic Plan previously included an initiative focused on completing the development of the Raleigh Arts Plan. The Raleigh Arts Plan was adopted by City Council on February 2, 2016 and implementation of the Plan is underway.

In 2016, over $240 million was generated from hotel room rentals in Raleigh[5]. This represents an 8.3% increase over 2015.
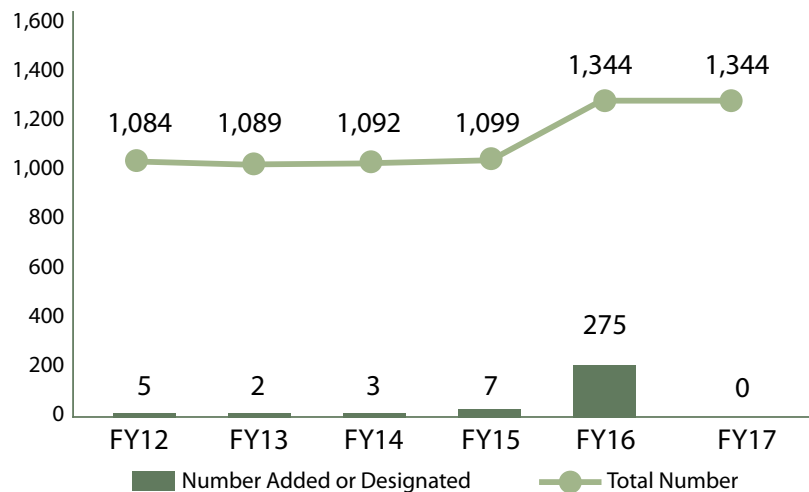
15,617,949

In 2014, Wake County saw more than 14 million visitors, up nearly 8% from 2013[6].

Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

Sites and Structures
Historic Designations/Historic Districts

Raleigh has over 1,300 sites and structures designated as local historic landmarks or included in local historic districts[7]. Although there were not any sites or structures designated during Fiscal Year 2017, in FY2016, 275 sites and structures were designated local historic landmarks or added to local districts, many of which were in the Glenwood Brooklyn neighborhood.

ACR 2.1 Identify Raleigh's Unique Places, Experiences, and Traditions
Staff efforts are currently focused on developing the criteria that will be used for identifying and selecting the unique places, experiences, and traditions of Raleigh. A list of places, spaces, and traditions will be compiled by May 2018. This information will be shared on an interactive map in which the public will be able to search for and add unique places, spaces and traditions.

ACR 2.2 Develop Historic Assets Vision
Staff is revisiting the purpose and goals of this initiative. Preliminary discussions suggest that a recommendation to amend the original scope of this initiative may be appropriate.

ACR 2.3 Dorothea Dix Park Development Plan

In November 2016, the City received 18 submissions in response to a Request for Qualifications for Dorothea Dix Park. After a thorough and intense selection process, the Master Plan Executive Committee recommended Michael Van Valkenburgh Associates (MVVA), a Brooklyn-based landscape architecture firm, to lead the master planning process. In February 2017, City Council unanimously approved the selection of MVVA to be the lead consultant in the development of the Comprehensive Master Plan for Dorothea Dix Park. City staff worked to develop a scope of work and contract with MVVA, which were approved by City Council in June 2017.

Over the next two years, MVVA will lead a dynamic and engaging planning process that will result in a visionary and actionable master plan to guide the future development of Dix Park. The process will be organized into three phases: Discovery, Direction, and Development. The Discovery phase will seek to better understand the site and what it means to the community. The Development phase will take the learnings from the first phase and continue to develop concepts and ideas that reflect the community's values for the Park. During the final phase, Direction, the design team will make a series of recommendations to create a road map to guide the future development of Dix Park. The success of this effort lies in the ability to create a deep and meaningful connection between the community and Dix Park. Therefore the planning process will also include a thoughtful, coordinated, and ambitious approach to public outreach and engagement.

In addition to the aforementioned consultant selection and contract work, there have been a number of other milestones in support of this initiative including the following:

- Production of a series of programs and events at Dix Park including concerts, festivals, nature programs, art classes, movie nights, and fitness programs
- Development and implementation of a lecture series in partnership with the City of Raleigh's Urban Design Center
- Participation and implementation of the iDEA Raleigh competition

Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

ACR 2.4 Identify Future Facilities and Develop Programs
This initiative seeks to identify future destination facilities and develop programs that support and enhance arts, culture, and tourism activities throughout Raleigh. Aligning with the Raleigh Arts Plan, the Pop-up Studio program launching in January 2018 was created to support and enhance arts and culture activities throughout all geographical areas of Raleigh. Pop-up Studios will move into a City of Raleigh Parks, Recreation, and Cultural Resources' facility for two months, providing free visual arts programs and open studio time to all age groups. To identify potential future destination facilities, staff is compiling and analyzing arts-related input, ideas, and data in existing City plans, including area plans and parks master plans.

ACR 2.5 Arts Community & Local Tech Community
Keeping with the initiative's goal to foster collaboration between local arts and cultural organizations, the creativity community, and local technology companies, City staff is working with a community engagement specialist to lead a series of Arts and Technology Meet and Greets.

Conduct Performing Arts Center Marketing Study

The Strategic Plan previously included an initiative focused on conducting a Performing Arts Center Marketing Study. The study, which included input from resident companies, actors, performers, stakeholders, and commission members, was completed.

Performing Arts Center Events and Attendance
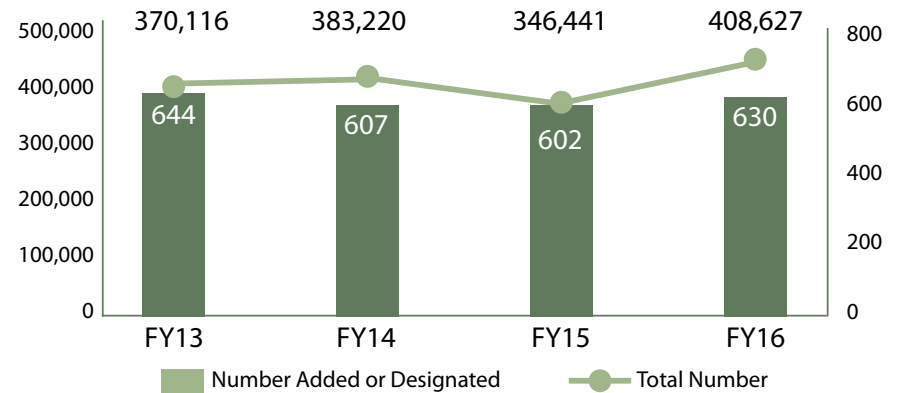
Convention Center Events and Attendance
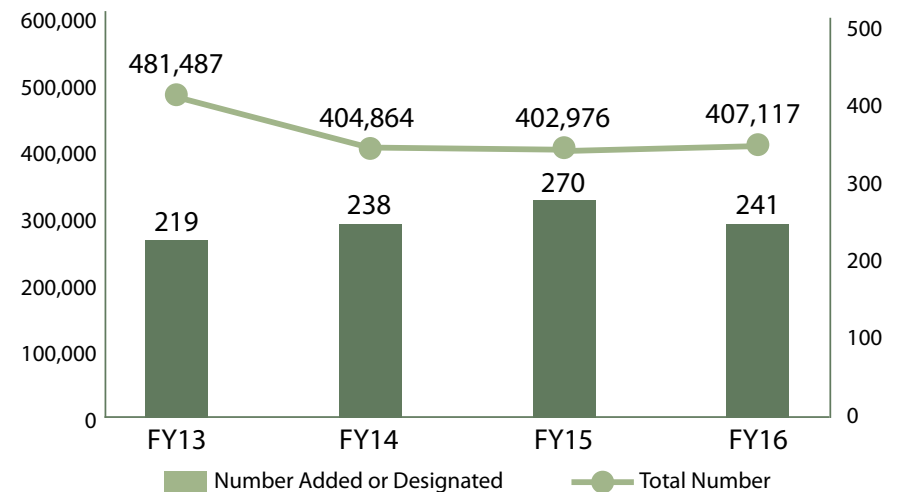
Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

A strong economy benefits every aspect of our community life. The four objectives within the Economic Development & Innovation key focus area seek to:
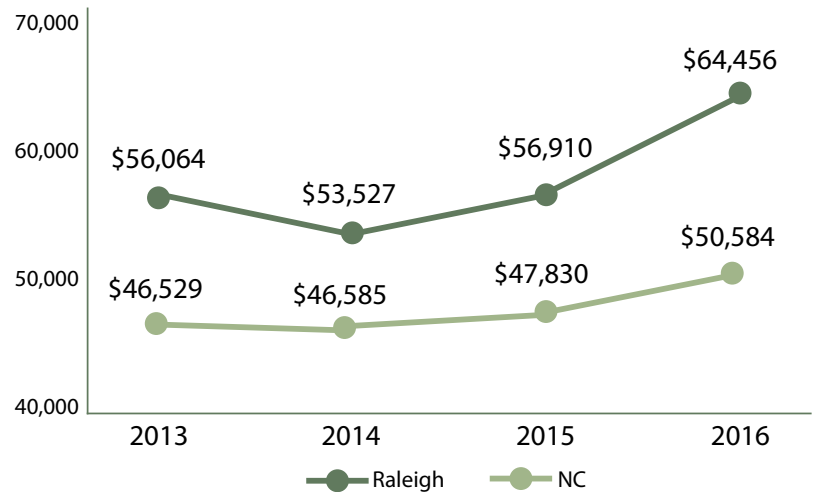
• Attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

• Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

• Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.

• Maintain and develop amenities and infrastructure specifically attractive to economic development.

In 2016, there was approximately $641 million in private, permitted non-residential project construction in Raleigh; approximately $377 million of this (nearly 59%) occurred in economic development targeted areas.
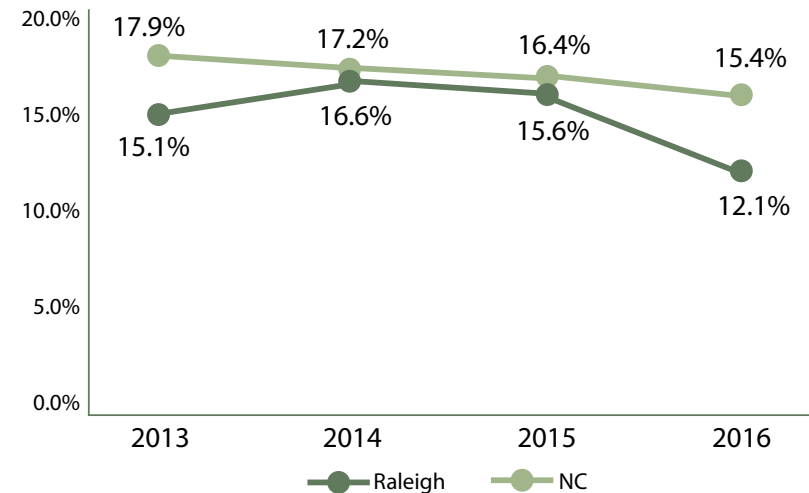
Economic Development & Innovation
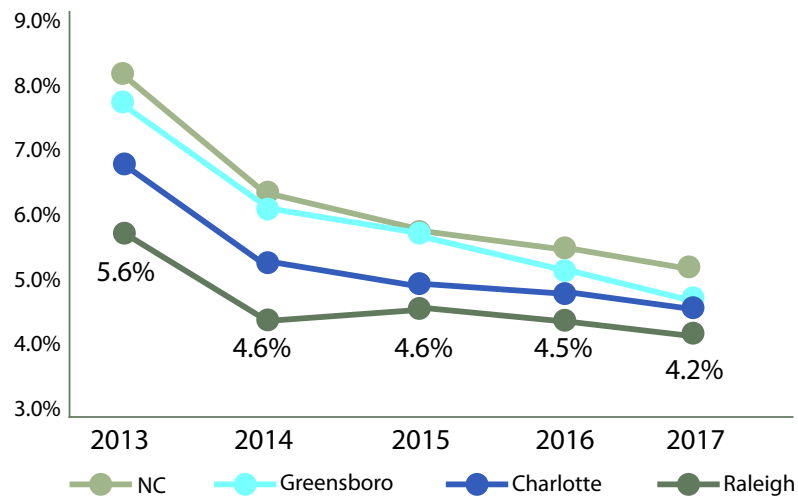
Median Household Income

- $56,064 (2013, Raleigh)
- $53,527 (2014, Raleigh)
- $56,910 (2015, Raleigh)
- $64,456 (2016, Raleigh)
- $46,529 (2013, NC)
- $46,585 (2014, NC)
- $47,830 (2015, NC)
- $50,584 (2016, NC)

Raleigh's median household income continues to remain higher than the State of North Carolina's median household income[8].

Raleigh's Population Living below Poverty Level

- 17.9% (2013), 17.2% (2014), 16.4% (2015), 15.4% (2016) — NC
- 15.1% (2013), 16.6% (2014), 15.6% (2015), 12.1% (2016) — Raleigh

In 2016, 53,060 Raleigh residents lived below the poverty level.

Unemployment Rate[9]

- Raleigh: 5.6% (2013), 4.6% (2014), 4.6% (2015), 4.5% (2016), 4.2% (2017)

Legend: NC, Greensboro, Charlotte, Raleigh

81% Rate the local economy as "Good" or "excellent."

Attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

EDI 1.1 Evaluate Local Labor Profile & Analysis with Partners
The City awarded approximately $37,000 in grant funds to the Capital Area Workforce Development Board and Wake County Economic Development for the development, implementation, and analysis of a survey of regional employers. The study is intended to provide a better understanding of employers' future hiring trends and skills needs. The study is being conducted by RTI International and includes partnering with several trade associations, industry partners, Chambers, and economic development partners across the region.

EDI 1.2 Regional Workforce Forum - Educational Partners
Following the workforce needs being identified through the Greater Raleigh Labor Study, staff will move forward with convening a regional forum of educational organizations to build strategies for providing programs and degrees to meet workforce needs.

EDI 1.3 Workforce Development – Partner with Nonprofits
Staff has developed and will administer a survey to City departments in efforts to inventory the City of Raleigh's various workforce development initiatives and partnerships specific to workforce development.

Raleigh's Population Living below Poverty Level by Educational Attainment[8]

The data show that as the amount of education increases, the poverty rate decreases. The City of Raleigh seeks to work with community partners to develop a local economy that can support residents with various educational attainment levels and skill sets.

- Less than high school graduate
- High school graduate (includes equivalency)
- Some college or associate's degree
- Bachelor's degree or higher
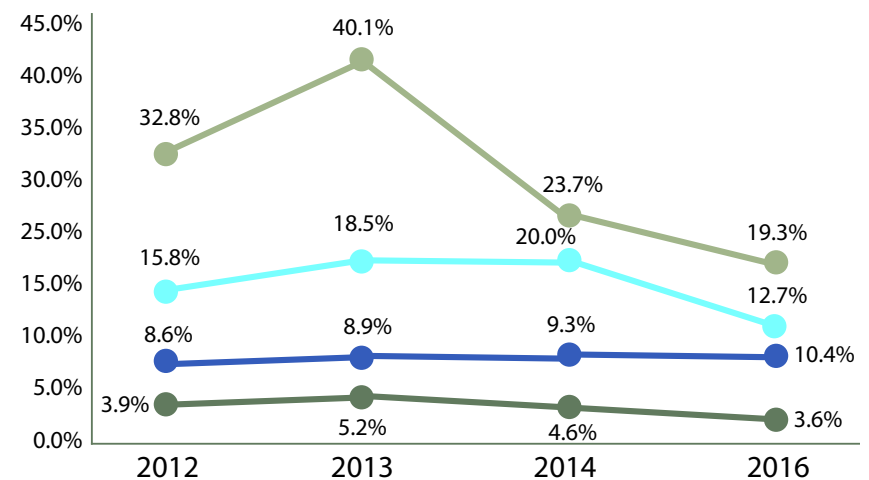
Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

227

City of Raleigh's Office of Economic Development and Innovation had 227 interactions with startups/small businesses during Fiscal Year 2017[11]

There is nearly 107,000 square feet of co-work and incubator space in Raleigh[10].

EDI 2.1 Develop Innovation Lab for Small, Start-up, & Minority-owned Businesses
A position within the Office of Economic Development & Innovation has been reclassified to focus on small and minority owned businesses and to help move this initiative forward. Staff will continue to identify and develop additional small business tools.

EDI 2.2 Host Economic Development Forum with Partners
Staff is evaluating how best to move this initiative forward.

EDI 2.3 Pursue Joint Business Ventures for Job Growth
Staff has completed the three milestones associated with this initiative including: (1) partnering with North Carolina State University's Technology Incubator to position lab space for potential start-up competitions and start-up pitch competitions, (2) creating the Interactive Start-up Map that includes location, number of employees, as well as, startups looking for employees and funding (map available at Raleigh4u.com), and (3) attending numerous trade shows. In partnership with Wake County Economic Development, staff created a startup pavilion at the Internet Summit to showcase 10 Raleigh startups and promote the City's efforts around assisting startups. Future efforts will focus on identifying opportunities for partnering with the State of North Carolina.

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.

EDI 3.1 Economic Development Tool Kit

City Council adopted a small business grant program, jobs Raleigh[12]. The program targets startups and small businesses by offering grants for job creation. The program received $100,000 for implementation in Fiscal Year 2018. Staff is working on marketing materials and outreach strategies for the program. The Building Up-fit grant was adopted in June 2016 by the City Council. All Fiscal Year 2017 funds budgeted for the Building Up-fit grant were disbursed. Additionally, the City Council adopted the Business Investment Grant Policy in November of 2015. The Façade Grant was also revised in April 2016 to promote overall façade improvement within the City and to align with the adopted Targeted Economic Development Areas.

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.
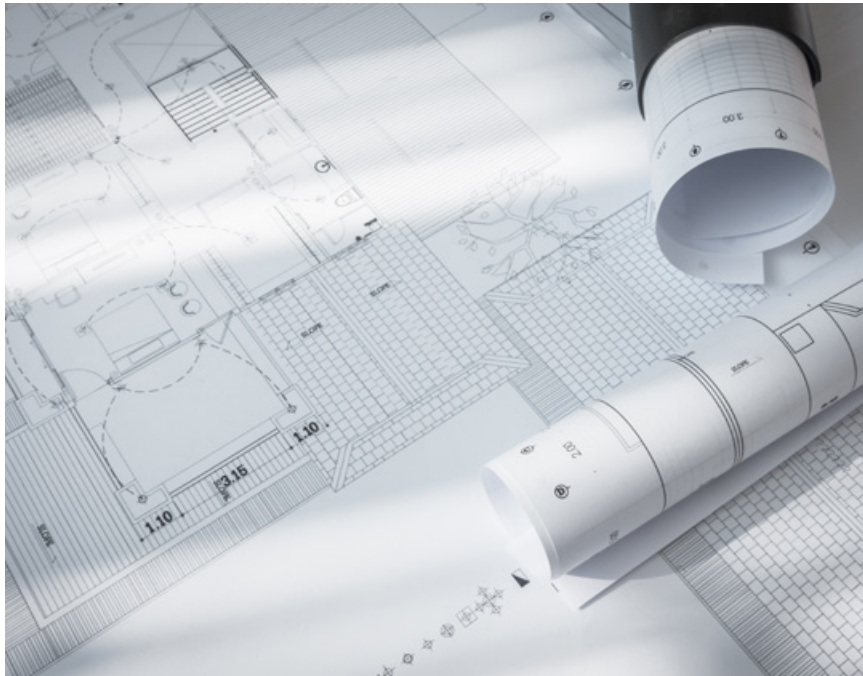
EDI 3.2 Refine Development Review & Permitting Process

Several milestones for this initiative have been accomplished including developing a pilot to reduce the number of review cycles for preliminary plans and filling key positions to keep development projects on track. Additionally, staff has worked to enhance the call center so that customers are guided through selections based on their need and more information is available online. Process improvements for reviewing easement documents will continue to be developed. An E-review pilot has been initiated; however, moving forward, staff will need to develop training for the 200+ staff affected by the new streamlined capabilities available through E-review. Staff plans to continue weekly internal meetings and monthly external stakeholder meetings to improve internal processes and relationships with the development community.

EDI 3.3 Property Disposition & Acquisition

City staff and the consultant have been working to complete Phase Three, "Site Redevelopment Programs" of the strategic plan for the disposition of City-owned Downtown properties. The plan, which is nearing completion, reviews 11 City-owned Downtown properties, identifying them as five focus sites and six supporting sites. The draft plan was shared with City Council during two work sessions.

**Maintain and develop amenities and infrastructure specifically
attractive to economic development.**

EDI 4.1 Explore Alternative Finance Methods for Development

As part of this initiative, staff was tasked with developing an inventory of the: (a) various types of infrastructure that have an economic development impact and (b) methods the City has historically used to finance the construction, maintenance, and replacement of those infrastructure. The analysis included projects that have a direct impact on economic development, such as streetscapes or sidewalks located in a business area, projects that have an indirect impact such as sewer interceptor projects or major roadways projects, and projects that have no impact on economic development. Staff also researched and documented alternative/innovative funding methods for the City to explore. The analysis indicated that the City is currently utilizing most of the possible available financing methods allowed by North Carolina Law. Several of the options allowed under the NC General Statues are applicable when the infrastructure is being constructed in conjunction with a proposed development or in a blighted area. These options, such as Tax Increment Financing, are being evaluated by the Office of Economic Development as possible additions to the Economic Development Toolkit.

EDI 4.2 Downtown Parking Strategies

The City contracted with a consultant to complete an analysis of downtown parking strategies. The consultant's final report was presented to City Council in early 2017. Staff is vetting each of the consultant's recommendations in order to provide specific recommendations to Council concerning the importance, rationale, and prioritization for implementation.

EDI 4.3 High-Speed Broadband Service Partnerships

Staff is researching and reviewing best practices regarding right-of-way issues related to high-speed broadband service, new technologies, and legal implications related to building protections.

Growth & Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

Sustainable growth and preservation of Raleigh's natural resources are important to ensuring a prosperous future. The four objectives within the Growth & Natural Resources key focus area seek to:

• Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.
• Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.
• Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.
• Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

55%
Rate the City's overall effort to Protect natural resources & environment as "good" or "excellent."

66%
Rate the quality of new development as "good" or "excellent."

Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.

32.4 mi.

There are approximately 32.4 miles of streams within Raleigh that have regulatory water quality impairments. Protecting and improving surface water quality along with reducing hazardous flooding are prime goals of the City's Stormwater Management Program. To help reduce stream water quality impairments, Stormwater manages and performs a wide range of programs, projects, and initiatives funded by the City's Stormwater Utility Fee. The regulatory impaired streams listing is updated by the State and Federal Environmental Protection Agency (EPA) every two years.

**GNR 1.1 Maximize Water and Air Quality Protection**
Staff has cataloged water quality data and this fall, the Public Utilities and Engineering Services Departments will host an intern who will analyze tree coverage and water quality data as well as overlay existing policies and regulatory frameworks that preserve and protect air and water natural resources to identify any trends and associated links.

Air Quality Index
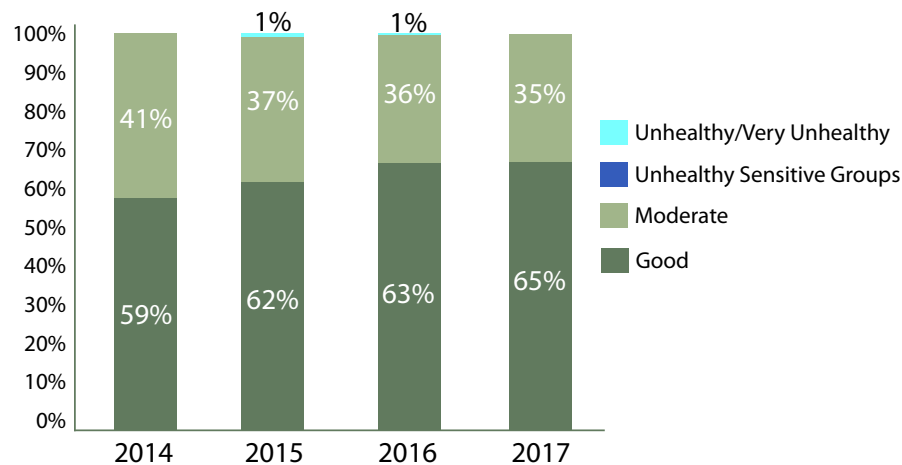
The percentage of good outdoor air quality days has increased over the past three years[13].

**Average Daily Water Used per Capita (in gallons)**
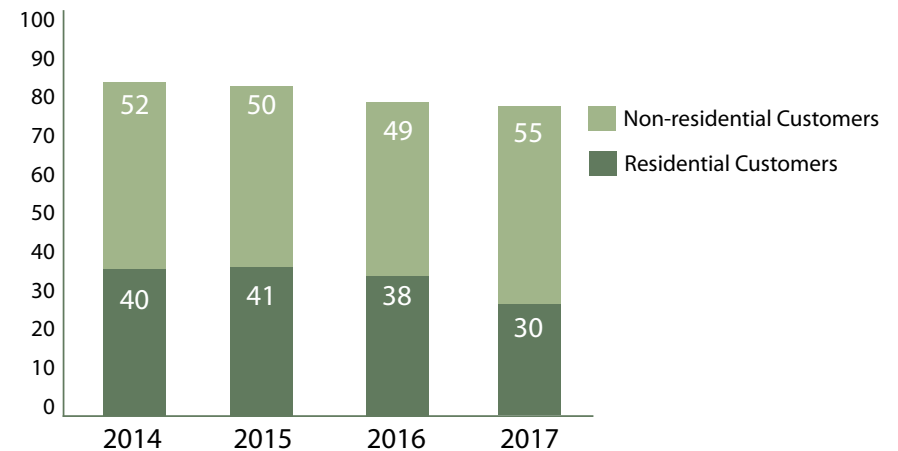
The 2017 data represents use from January through June 2017 [26]

Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.

There are 6,949 acres of publicly accessible open space in Raleigh.

**Community Ratings on Cleanliness of
Parks and Greenways (percent "good" or "excellent")**

Parks	78 %
Greenways	79 %

0%   20%   40%   60%   80%   100%
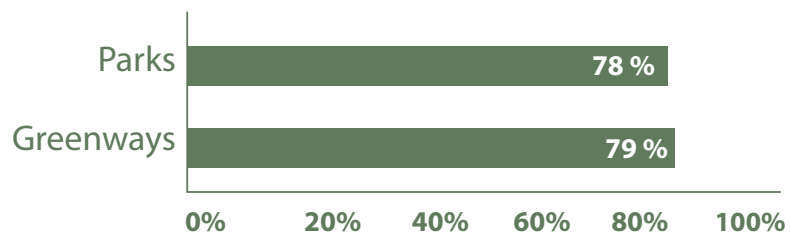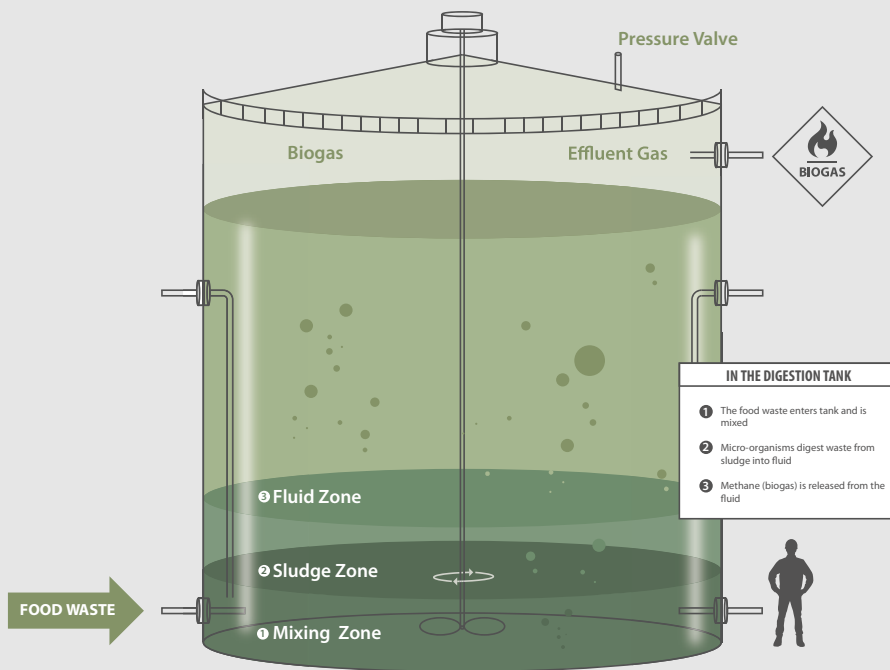
GNR 2.1 Add Greenway Amenities
During Fiscal Year 2017, staff completed the Neuse River Trail Parking Survey. Results from the survey will help determine whether there is a need for additional parking, additional signage, or a combination thereof.

GNR 2.2 Green space expansion
Staff created an inventory of existing citywide land acquisition and preservation efforts to benchmark against other regional and statewide plans. After engaging with staff from the Wake County Open Space Plan team to explore potential partnerships, City staff adopted their definition of "open space" as a launching point for the City's open space strategy. Staff is developing an additional performance measure to better address the "conserve natural resources" element of Objective 2. Staff is coordinating with internal and external stakeholders to understand existing data availability prior to finalizing the performance measure. Once finalized, staff will work with the stakeholder group to draft the guiding principles of a land acquisition strategy and estimate the resources needed for its development.

67% Noted they visited a city park or greenway "very frequently" or "frequently."

SEALED DIGESTION TANK

Pressure Valve

Biogas   Effluent Gas   BIOGAS

IN THE DIGESTION TANK

❶ The food waste enters tank and is mixed

❷ Micro-organisms digest waste from sludge into fluid

❸ Methane (biogas) is released from the fluid

❸ Fluid Zone

❷ Sludge Zone

FOOD WASTE

❶ Mixing Zone

GNR 3.1 Climate Energy Action Plan

The 2012 Climate Energy Action Plan (CEAP) recognized energy as the second largest operating expense in the City budget. In early 2017, staff began updating the CEAP, which includes assessing 100 identified strategies for improving energy efficiency in City facilities. Current strategies underway include implementation of the anaerobic digestion project at the Neuse River Resource Recovery Facility and eco-driver training for appropriate City staff as outlined in the Fuel and Fleet Transformation recommendations. Staff also completed the Greenhouse Gas Emissions Inventory. A comparison of historical data showed that local government operations emissions dropped 14% from Fiscal Year 2007 to Fiscal Year 2014, primarily due to the decrease in emissions from the closed Wilders Grove Landfill. The community-wide emissions increased only 2% from Fiscal Year 2007 to Fiscal Year 2014, despite a 16% growth in Raleigh's population over the same period of time. The main drivers for both local government and community emissions are stationary energy use (buildings), transportation, and waste. Updating the strategies from CEAP and developing new strategies will continue to transform Raleigh into a more resilient community

Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

GNR 3.2 Public Infrastructure Evaluation
Staff piloted a capital project review process during the Fiscal Year 2018 budget development cycle. In early 2017, a panel consisting of staff from capital-intensive and internal service departments reviewed roughly 20 capital project requests. The panel met in March to briefly discuss each project and give project managers an opportunity to ask clarifying questions. With lessons learned from the pilot, staff will incorporate the review process into the Fiscal Year 2019 budget process.

**GNR 3.3 Green Infrastructure Inventory & Policy**
Staff has continued implementing recommendations from the Green Infrastructure/Low-Impact Development (GI/LID) Work Plan. In December 2016, City Council authorized necessary text changes to internal policies and revising the Unified Development Ordinance and several design manuals. The specific text changes will be presented to City Council for adoption this fall. Staff is working on education programs and materials for City project managers and plan reviewers, as well as private developers and engineers.

GNR 3.4 Citywide Waste Reduction
Several efforts in support of citywide waste reduction are underway: (1) A consultant has begun the financial analysis of volume-based collection for residential households. Staff provided data to assist the consultant with understanding the current system and identifying research questions for benchmarking. (2) Additional multifamily recycling improvements were funded and staff is developing a communication strategy for targeted apartments. (3) Staff is working with a private company to launch a curbside textile program that will be the first of its kind in North Carolina.

In Fiscal Year 2017, 33% of residential solid waste in Raleigh was diverted away from landfills to be recycled; this is a slight increase from 32% in Fiscal Year 2016.

In Fiscal Year 2017, waste collected per household was 1,495 pounds (down from 1,587 pounds in Fiscal Year 2016). Recycling collected per household was 306 pounds (down from 308 pounds in Fiscal Year 2016)[27].
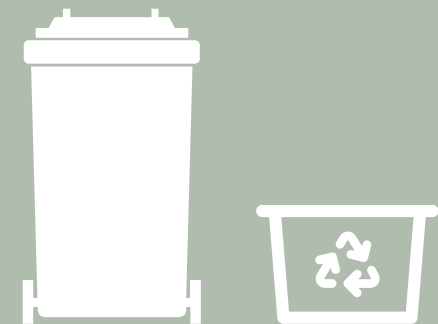
Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

GNR 4.1 Criteria & Methods – Neighborhood Area Planning

Area planning is in progress for Avent Ferry, Dix Park, and Falls of Neuse. New projects for Fiscal Year 2018 include Midtown, Northeast, and Capital Boulevard North. Staff has produced a white paper outlining a methodology for identifying priority areas that would benefit from area planning and a first iteration of a citywide map illustrating the methodology. The map will be used to inform the Fiscal Year 2019 budgeting process and is proposed to be updated regularly.

GNR 4.2 Capital Improvement Plan Alignment

City staff has focused on identifying potential capital investments that could be catalytic and supportive of future growth. This inventory of potential projects informed decisions about the size and scope of the 2017 transportation bond referendum. Going forward, staff will use this information, along with the Economic Development Targeted Areas approved by City Council in March 2016, to align Capital Improvement Plan spending to support future growth.

GNR 4.3 Neighborhood Enhancement Projects Funding

In keeping with the goals of this initiative, staff defined a 'Neighborhood Connections and Enhancements' category within the 2017 Transportation Bond package. Staff will continue to address this initiative during Fiscal Year 2018.

Unfit/Unsafe Dwelling Units

FY17: 572 (+106)
FY16: 466
FY15: 494
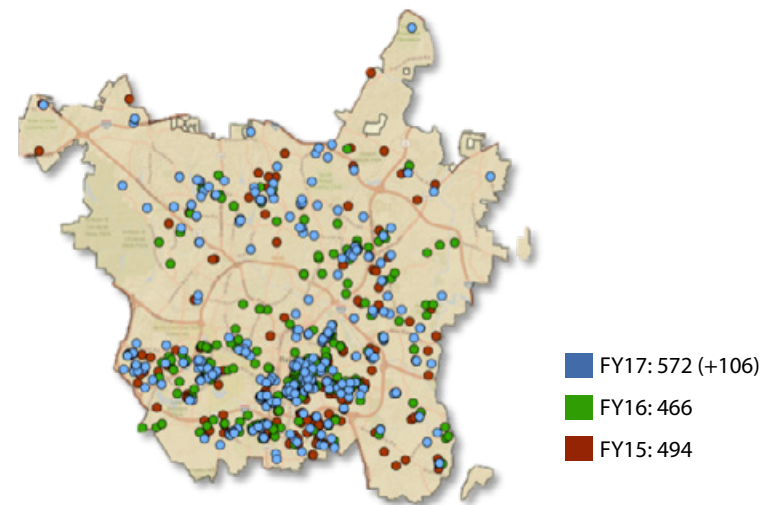
In Fiscal Year 2017, some 572 dwelling units were inspected for possible violations of being unfit or unsafe for human habitation.

Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

GNR 4.4 Adopt & Implement Complete Street Policy
Staff produced a final Administrative Regulation which was submitted to the City Manager's Office for final approval. Staff is currently working to update the Raleigh Street Design Manual to incorporate new complete street policy initiatives and allow for implementation in Fiscal Year 2018.

GNR 4.5 Support Improvements to State Government Complex
This initiative involves supporting the State's efforts to improve the state government complex. To date, staff has collaborated with the NCDOT on bridge replacements, the sale of three State-owned houses on North Person Street, and a study of downtown infrastructure.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently and effectively.

Adopted General Fund per Capita[24]
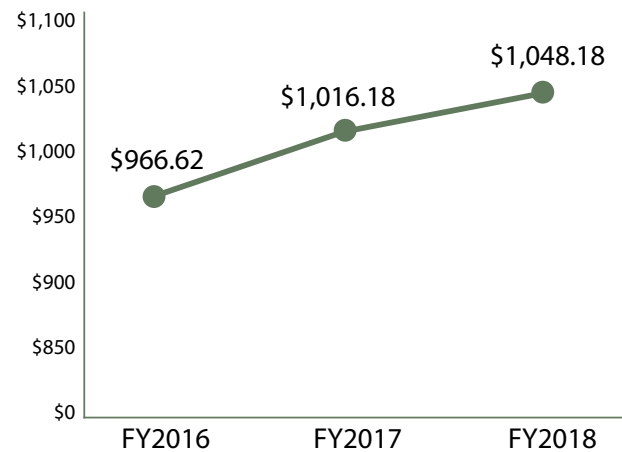
Recent increases in General Fund per Capita spending demonstrate Raleigh's strong commitment to community enhancement. Major investments include a $92M Parks bond, the City's purchase of the Dorothea Dix property, and a robust investment to expand the City's affordable rental housing program. Major operational highlights include opening the Central Communications Center and the Central Operations Facility, opening or renovating seven parks facilities, adding 28 new public safety positions, adding 19 positions to respond to increasing development activity, and developing a new compensation structure aimed at making the City competitive with regional employers in order to better serve a growing community.

AAA The City of Raleigh general obligation bonds enjoy the highest bond ratings given by the three major credit rating agencies (Standard & Poor's, Moody's, and Fitch Group). Similar to personal credit scores, a high bond rating allows the City to take advantage of lower interest rates on loans.

Positioning the City of Raleigh to be nimble, responsive, and innovative will contribute to overall community success. The four objectives within the Organization Excellence key focus area seek to:

- Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.
- Align facilities, staff and technology with organizational needs.
- Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation and feedback.
- Recruit and retain a diverse, high-performing workforce

50% Rate the overall value they receive for their City tax & fees as "good" or "excellent."

**Promote a culture that values continuous improvement,
employs leading business practices, and fosters financial stability.**

**OE 1.1 Performance Management, Innovation &
Continuous Improvement**
Notable progress was made in the areas of strategic planning, performance management, innovation, and continuous improvement. A new strategic planning website, www.strategicplan.raleighnc.gov, was launched and will provide the public valuable updates on strategic initiatives and performance measures. iDEA Raleigh, a competition that challenged the community to develop ideas for innovative projects or solutions that will make Raleigh a better place, was a successful community innovation pilot that garnered great ideas, including the winning ideas of a Pop-up Parkour Playspace at Dix Park and Big Chess across the City. Over the next year, staff will embed continuous improvement principles into supervisory training. Staff will also develop case studies of process improvement efforts currently being deployed by departments and working groups to encourage further adoption across City departments.

OE 1.2 Stakeholder Satisfaction Surveys
The Community Survey data was presented to City Council during its winter retreat and shared publicly on the City's website. The results showed higher ratings than the national average for most service areas. Traffic flow and street maintenance were among the lower rated services. The feedback garnered from the survey influenced the development of the Fiscal Year 2018 budget and transportation bond.

OE 1.3 Comprehensive Communications
City staff and consultants narrowed down the new logo options to five which was shared with City Council. The consultant is currently working on revisions to the top two logos based on City Council feedback. Work continues on gaining consensus on vision and mission statements. Both of these efforts are scheduled to be complete in Fiscal Year 2018

68% Rate overall quality of services provided by City of Raleigh as "good" or "excellent."

69% Rate the direction the City is taking as "good" or "excellent."

Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

OE 1.4 Business Continuity Plans & Resiliency Principles
A team has begun identifying department essential functions and assessment of business processes, impact, and risk. A wide range of vulnerabilities, including weather related risks and non-weather related risks will be evaluated. Once continuity plans have been developed, training, exercises, and tests will be scheduled to validate contingencies and assess the City's preparedness to respond to risks.

OE 1.5 Organizational Policies & Procedures
Staff continues to research best practices regarding governance structures for maintaining organizational policies and procedures. Staff has reviewed multiple examples of best practice Policy and Procedure Offices and software packages used to assist with this effort. Additionally, a Policy and Procedures Administrative Manager position has been created and will contribute to this initiative's efforts.

OE 1.6 Sustainability Tools for Assessing and Rating (STAR)
The City of Raleigh completed its STAR Communities assessment in 2015 and received a four-star rating. There were three categories in which Raleigh underperformed: Built Environment, Equity & Empowerment, and Climate & Energy. Staff has developed a work plan to identify individual items in the STAR evaluation which the City can address in the immediate to near future. Staff will also develop a work plan to address those under performing categories that require longer-term strategies.

Align facilities, staff and technology with organizational needs.

Financial Transactions Payment Method
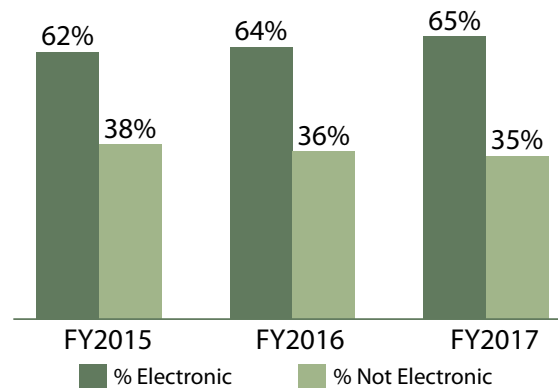
The percentage of financial transactions being handled electronically continues to increase annually[14]. The City will continue to explore opportunities for providing multiple payment options to meet the community's varied preferences.

66%

Rate their ability to access information they need about the City as "excellent" or "good."

OE 2.1 Increase Documents and Records Accessibility
In addition to City departments updating their document inventories, the City organized a record management workshop and consultations with the State for departments to further discuss specific records management best practices. The updated document inventories and record management trainings will help manage the volume of required documents, ensure that the City is compliant with the North Carolina Public Records Law, and reinforce the City's commitment to transparency.

OE 2.2 Institutional Fiber Network
Construction of the fiber network has begun in the Police District Stations in order to meet the data needs for body-worn Police cameras. Fiber construction is complete at Special Operations, Police Head Quarters, and the Downtown District. The new Moore Square Transit Station is connected to the fiber network as part of the renovation project. Installation of the fiber network will eliminate dependency on third party vendors, enables greater network security, provides network enhancement capabilities, and improves reliability of network resources.

OE 2.3 Centralized Campus
Staff, in coordination with civic campus project consultants, has completed gathering data for the site development needs assessment. Development scenarios are being created for review. Internal communication efforts are ongoing and the public communication plan is being implemented for the project.

Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.

OE 3.1 Organization-wide Customer Service

A newly developed employee training began in fall 2017. This training will assist staff with providing customer service that consistently demonstrates cooperation, reliability, transparency, accountability, professionalism, and dedication to public service. Work is also in progress to build an interactive directory that will be accessible online to the public and employees.

OE 3.2 City Boards, Committees & Commissions

Staff reviewed the goals, milestones, and deliverables originally planned for this initiative and updated them based on City Council feedback, preliminary research, and team member experience. Staff is preparing to administer a survey to City board and committee members, as well as, to City staff who support boards and committees. Staff also plans to research the City's current processes, leading practices, and benchmark other local government practices. The results of the survey and research will be analyzed and used to identify recommendations for improving the administration, maintenance, and management of committees.

OE 3.3 Customer Relationship Management System

As part of a thorough evaluation process, staff is researching best practices of similarly-sized municipalities to determine the optimal solution to meet the needs of the City and its stakeholders. Funding for a Customer Relationship Management tool was provided in the Fiscal Year 2018 Technology Fund.

Recruit and retain a diverse, high-performing workforce.

OE 4.1 Identify Employee Core Competencies & Expectations

Eight organizational values were developed: responsiveness, integrity, respect, collaboration, honesty, diversity, stewardship, and initiative. The values were shared with the organization using a very successful communications plan that included pamphlets, employee podcasts, and employee news articles. The values influenced the development of the competencies. Fifteen total competencies were identified and apply to different positions dependent upon their function in the organization. The core competencies for everyone in the organization include: professionalism, effective communication, personal management, customer service, and problem solving. The competencies are included in the new employee performance evaluation tool.

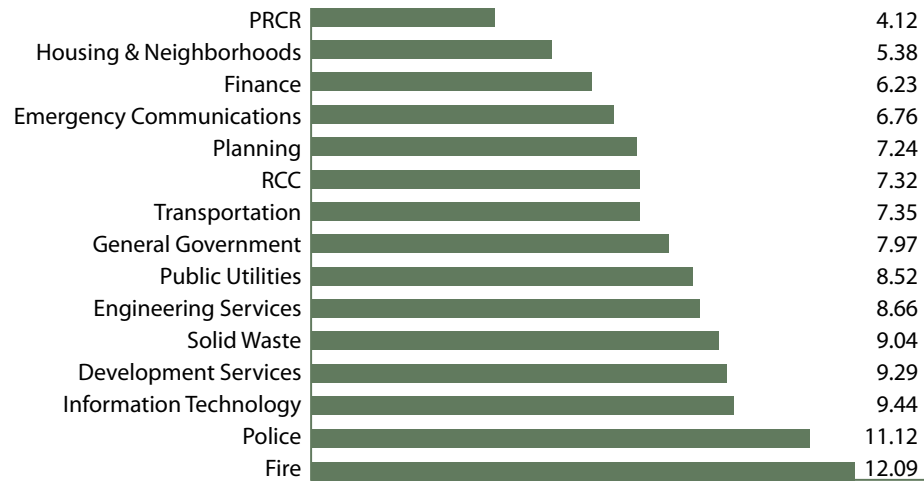**OE 4.3 Develop Career Paths & Succession Planning**

Now that the City's new compensation structure has been finalized, work will begin to move this initiative forward.

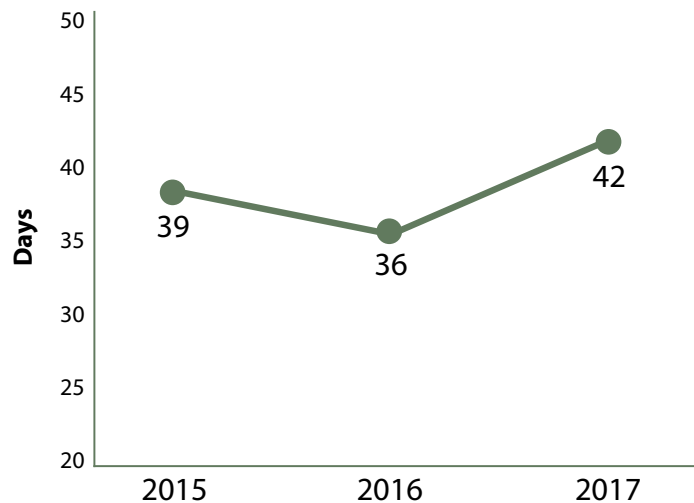**OE 4.4 Develop Recruitment Strategies**

This initiative has been supported with an aggressive community based campaign to brand the City of Raleigh as a desirable employer that values diversity. Community festivals, community centers, local high schools, universities, and major job fairs have been included in our branding and talent acquisition activities. While an activity based program has been part of the initiative, analysis of data such as time to hire, turn-over, applications and hires by gender and ethnicity is being implemented to guide the focus of this initiative. Future reports, focused on data, will include observations, implications, and recommendations.

Recruit and retain a diverse, high-performing workforce.

Average Years of Service[15]

PRCR	4.12
Housing & Neighborhoods	5.38
Finance	6.23
Emergency Communications	6.76
Planning	7.24
RCC	7.32
Transportation	7.35
General Government	7.97
Public Utilities	8.52
Engineering Services	8.66
Solid Waste	9.04
Development Services	9.29
Information Technology	9.44
Police	11.12
Fire	12.09

Average Number of Days to Hire[16]

Year	Days
2015	39
2016	36
2017	42

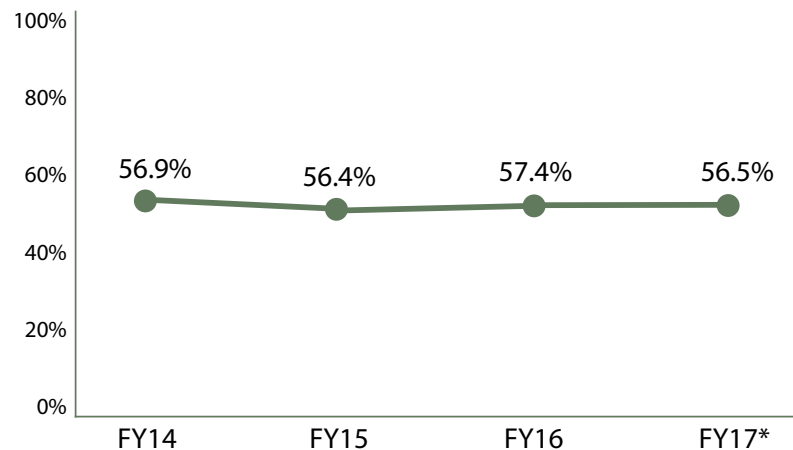**OE 4.2 Compensation Philosophy & Structure**

After extensive analysis of market data and leading practices, City staff and consultants developed three new pay structures—Police and Fire Step, General Step, and Broadband. These pay structures were approved with the Fiscal Year 2018 budget. City staff also developed a new performance evaluation system customized for each of the three position groups. New employee evaluation tools were developed for assessing employee performance. Supervisors and managers received training on the first part of the performance evaluation system - goal setting. Policies that support the implementation of the new compensation system were approved for an effective date of September 30, along with the implementation of the new compensation system. Additionally, this past February, City Council approved a Living Wage Policy. Employees who were in positions that experienced high turnover, were below market pay, or were not aligned with the Living Wage received mid-year pay adjustments in April.

Safe, Vibrant & Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

Having a clean, safe, and vibrant community is important for the future of Raleigh. The four objectives within the Safe, Vibrant & Healthy Community key focus area seek to:

- Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.
- Preserve and increase the supply of housing for all income groups, including those with supportive service needs.
- Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.
- Enhance our citizens' quality of life by providing a well designed community that facilitates active living.
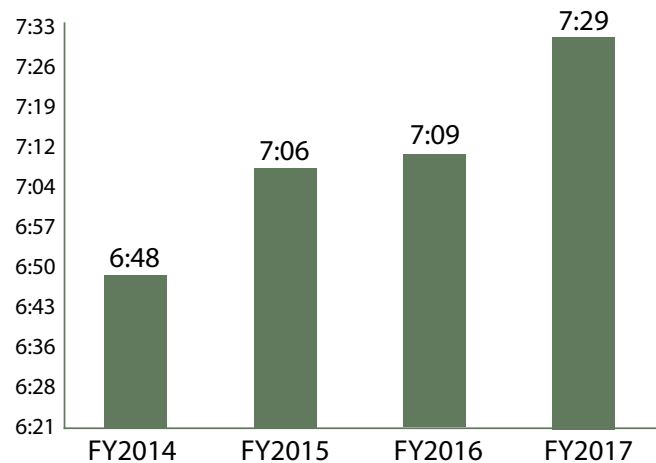
Percent of Fire Responses within 4 Minutes

56.9% 56.4% 57.4% 56.5%

FY14 FY15 FY16 FY17*

68% Rate the overall cleanliness of Raleigh as "excellent" or "good."

85% Feel "safe" or "very safe" in Raleigh.

Person and Property Crime (per 100,000[17])

Person Crimes   Property Crimes

FY15: Property Crimes 3,690, Person Crimes 1,464
FY16: Property Crimes 4,718, Person Crimes 1,602
FY17: Property Crimes 4,236, Person Crimes 1,506

Average Police Response Time for Priority 0 Calls (in minutes)

FY2014: 6:48
FY2015: 7:06
FY2016: 7:09
FY2017: 7:29

911 Calls Answered within 10 Seconds

2014: 96%
2015: 91%
2016: 88%
2017*: 94%

*2017 data are January through June
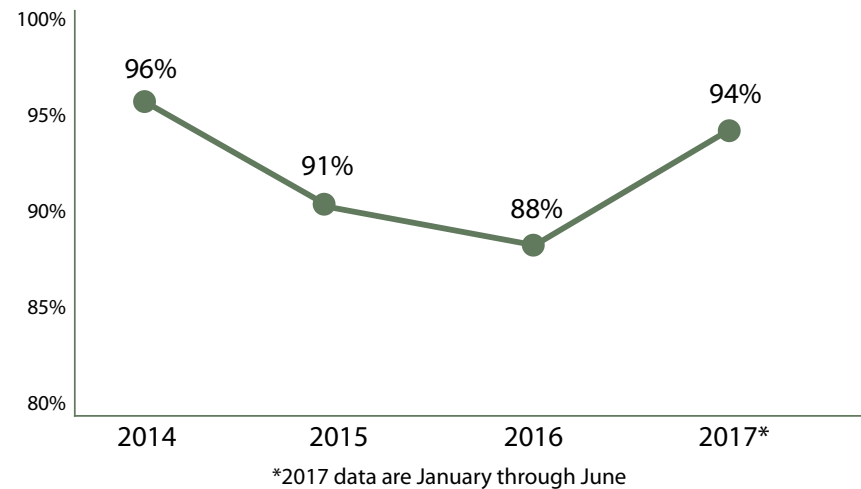
In 2015, Raleigh-Wake Emergency Communications moved away from all positions being on an automatic call distribution system to specific positions using the automatic system. With the automatic system, telecommunicators must answer new incoming calls even if he or she is assisting a first-responder by radio, for example, assisting a Police Officer who is currently on scene. While processing the new call, the telecommunicator may not hear the first responder providing important information, for example, a Police Officer requesting additional assistance for his or her scene. While limiting automated calls to a subset of telecommunicators has impacted answering efficiency, it has improved the quality of service provided.

Police response times reported are the average response times for Priority 0 calls for service[18]. Raleigh Police Officers rely on their training and departmental policy to determine the speed and manner in which to drive when responding to calls for service. Officers responding to emergency situations must drive with due regard for the safety of all persons using the road and in a manner cognizant of traffic conditions at the time. While the Raleigh Police Department strives to minimize its response time to high priority calls, it must do so in a manner that maintains the safety of the general public.

Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.

SVHC 1.1 Staff Presence – Special Events
Staff selected a vendor to develop and implement an event management system that external users (i.e., event organizers) and City staff can use to manage and reserve venues. The system will facilitate the event approval process by streamlining payment and permitting processes as well as improving task coordination among City departments. Additionally, the software will allow users to sync event information with an outward-facing calendar and mapping tool for the public to view. Staff expects the software to be implemented some time in 2018.

SVHC 1.2 Crime Prevention - Environmental Design
In addition to identifying and prioritizing City infrastructure to undergo crime prevention through environmental design (CPTED) evaluations, staff has also identified personnel with advanced CPTED training and other resources that will help meet the goals outlined in this initiative.

SVHC 1.3 Public Safety Staffing and Facility Needs
Having successfully studied public safety training needs as well as workloads in the Emergency Communications Center and the Police Department, staff is actively making changes to public safety training programs and staffing, including the creation of a flex team to address various field operation needs, a workgroup to actively review work schedules, and partnering with Wake County to address court scheduling issues. As a result of the increased funding for capital maintenance of existing fire and police facilities, staff has been able to pursue multiple public safety facility construction projects. Notably, the City has entered the design phase of the new police training facility. The City is also under contract with an architect firm to perform preliminary design and site evaluation for Fire Station 1, which will serve as the Fire Department's headquarters.

**Preserve and increase the supply of housing for all income groups,
including those with supportive service needs.**

SVHC 2.1 Oak City Center
Working alongside multiple partners, including Wake County, Catholic Charities, and the Partnership to End Homelessness, staff has made significant progress towards opening the Oak City Center by January 2019. After the City and County appropriated funds in January 2017, the County acquired the property where the Center will be built in spring 2017. In addition, a schematic design and site plan have been finalized and approved. Staff is currently working with a Construction Manager at Risk to oversee the Center's construction process. The Center's construction is scheduled to begin November 2017 and is expected to conclude no later than December 2018. Concurrent to the Center's construction, staff is working with the County and Catholic Charities to create a legal entity to manage the Center. Additionally, Catholic Charities has hired a consultant to ensure that tasks are undertaken and completed on time, a communication strategy is developed, revenue streams are identified, and programming for the Center is established. The Partnership to End Homelessness hired a consultant to develop a coordinated entry system by September 2017.

SVHC 2.2 Partnerships for Permanent Housing
In partnership with Wake County, following a request for applications, staff selected DHIC to complete Phase II of the Brookridge housing development, which will provide needed permanent supportive housing to Raleigh residents. DHIC intends to submit a request for tax credits and rezoning in January of 2018. Upon completion of the project, Brookridge Phase II will add 40 additional units with support services for extremely low income populations. City staff is issuing a Supportive Housing request for proposals to solicit additional partners to produce new units.

Scattered Site Policy
The Strategic Plan previously included an initiative focused on replacing the Scatter Site Policy. An Affordable Housing Location Policy was approved by City Council to replace the scattered site policy previously in place. All work related to the initiative was completed.
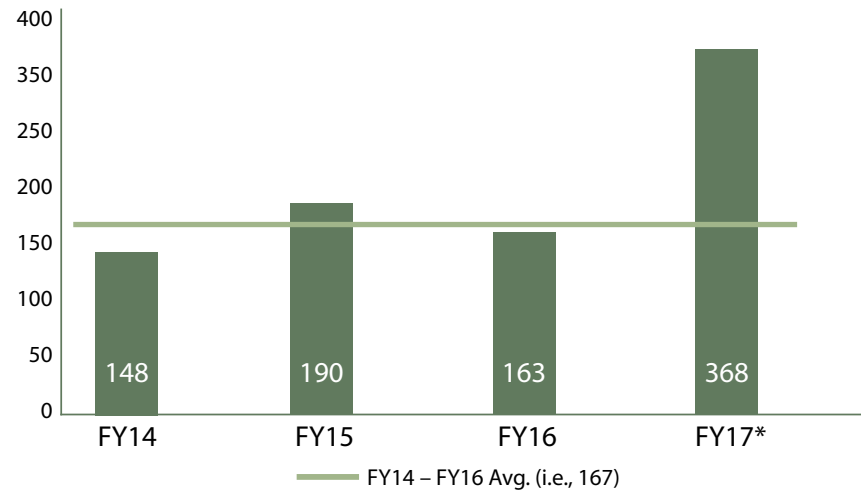
Preserve and increase the supply of housing for all income groups, including those with supportive service needs.
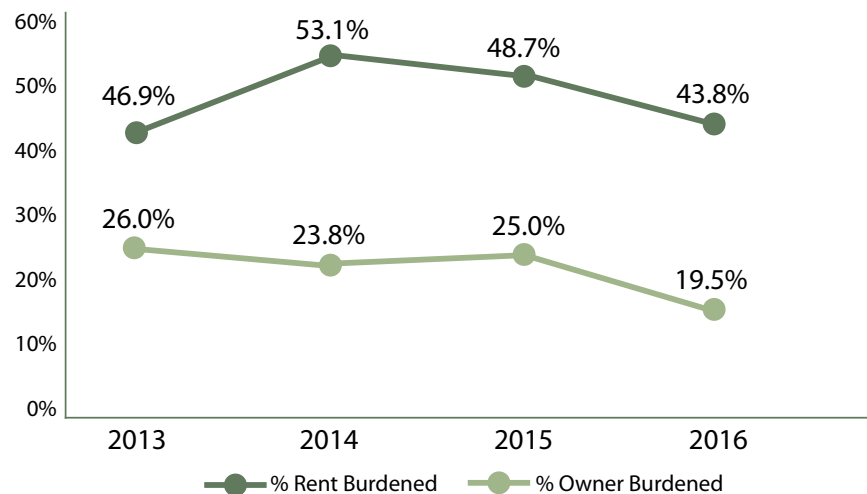
SVHC 2.3 Partnerships for Mixed-Income Housing
The East College Park infrastructure work is nearing completion. When the work is complete, all 51 townhome sites, 98 single-family sites, and existing residents will have new water, sewer, and stormwater systems. In addition, streets are being repaved and sidewalks are being installed. City Council has approved six homebuilders in the East College Park area. The homebuilders are under contract and closing on the city-owned lots is imminent. Each builder will be required to maintain the 60-40 mixed-income ratio that was adopted in the Neighborhood Revitalization Strategy Area Plan. Staff will monitor the mix of income restricted and non-restricted households throughout the process. DHIC has closed on the first phase of the Washington Terrace redevelopment. Demolition of existing structures is permitted and will begin soon. There are two approved tax credit developments on the old Washington Terrace site: the Village at Washington Terrace, which will provide 162 units for low-income families and an on-site childcare facility operated by an experienced non-profit agency, and the Booker Park North, which will produce 72 units of affordable senior housing. Furthermore, staff is managing two separate income-restricted infill developments near downtown: the Martin-Haywood and Idlewild projects. Together, these two projects will generate a total of 34 new single-family homes.

Affordable Rental Units Created

Affordable Rental Units Created (bar chart)
- FY14: 148
- FY15: 190
- FY16: 163
- FY17*: 368
- FY14 – FY16 Avg. (i.e., 167)

Cost Burdened[8]

Cost Burdened (line chart)
- % Rent Burdened: 2013: 46.9%, 2014: 53.1%, 2015: 48.7%, 2016: 43.8%
- % Owner Burdened: 2013: 26.0%, 2014: 23.8%, 2015: 25.0%, 2016: 19.5%

SVHC 2.4 Affordable Housing Strategy
City Council approved the Affordable Housing Improvement Plan in fall 2015 and in 2016 approved adding one cent to the property tax rate. In May 2017, City Council committed $8.3 million to five rental developments being constructed or preserved in conjunction with low income housing tax credits. However, only two projects of the five were awarded Low Income Housing Tax Credits and are moving forward to construction. The funds committed to these two projects, along with the additional funds committed to Washington Terrace, depleted the Fiscal Year 2017 one cent allocation. The Fiscal Year 2018 allocation will be committed during the 2018 tax credit cycle. The other accomplishments in Fiscal Year 2017 included constructing five infill single-family homes, rehabilitating 28 owner-occupied homes, and providing 32 second mortgage loans to first-time homebuyers. In November 2016, staff worked with residents and the City Council to draft a new owner-occupied rehabilitation program for the Neighborhood Revitalization Strategy Area. To date, the program has assisted three homeowners.

Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.

There are nine Racially Concentrated Areas of Poverty (RCAPs) in Raleigh[19]. The nine RCAPs are highlighted in the map below.

SVHC 3.1 Prepare Plans for Targeted Areas
Staff developed the Neighborhood Indicators Version 1.0 dashboard, an interactive map that provides a snapshot of a neighborhood's health. Over the coming months, staff will produce a marketing plan to promote the dashboard before it is formally launched some time in spring 2018. Using feedback from community members and external stakeholders, staff will launch a second version of the dashboard in late 2018.

SVHC 3.2 Acquisition Priorities - Redevelopment Areas
Working in partnership with a local non-profit, staff has finalized all necessary acquisitions for the Brown Birch Apartments. Staff has also completed the necessary environmental reviews. Over the next year, staff will work to develop a community engagement plan that will help shape the future development of the area, which consists of parts of two existing redevelopment areas and other potential sites that would benefit from public investment.

SVHC 3.3 Strengthen Community Outreach, Engagement, and Communication
A communications inventory was conducted to capture communication tools City of Raleigh departments currently use to engage residents. The information collected through the inventory will serve as the foundational material for a citywide community engagement guidebook. The guidebook produced is expected to complement the information and recommendations generated by the consultant City Council tasked with identifying best practices in community engagement. In addition, staff continues to pilot an interdepartmental team concept similar to the previously supported Citizen Oriented Government and Neighborhood Quality Team models.

Enhance our citizens' quality of life by providing a well-designed community that facilitates active living.

SVHC 4.1 Healthy Lifestyle Choices - Planning Process
One of the main focuses for Fiscal Year 2018 will be on assisting with efforts to ensure food access and developing a sustainable food supply in the community. Consequently, staff has engaged Wake County on how the City can best participate in several countywide key initiatives, including food sustainability and Healthiest Capital City initiatives. This initiative team will also focus on how it can support the City's Substance Abuse Advisory Commission in its mission to advocate for a healthy community by promoting best practices for the prevention, intervention, and treatment of alcohol, tobacco and other drug abuse. The team will also continue with maintaining an inventory list of best practices related to how the City can facilitate healthy lifestyles for its residents.

SVHC 4.2 Downtown Cleanliness
In July 2016, City Council created a Downtown Raleigh Team to focus on enhancing Downtown Raleigh's appearance. The Downtown Raleigh team is fully staffed and working to carry out duties to enhance Downtown Raleigh's appearance. Work includes daily litter and cigarette receptacle pickup routes covering 35 blocks centered around Fayetteville Street, and twice monthly in Glenwood South; responding to customer-reported issues in the 110-block business improvement district; removing small graffiti; coordinating responsibilities with other operations and maintenance staff working in Downtown public spaces; carrying out sidewalk cleaning efforts; engaging the Downtown Raleigh Alliance and Fayetteville Street businesses; installing, repairing, and/or cleaning bike racks, waste stations, and plaza furnishings setup; supporting other City departments during City of Raleigh special events; and maintaining Fayetteville Street landscaping.

Life Expectancy by Zip Code [20]
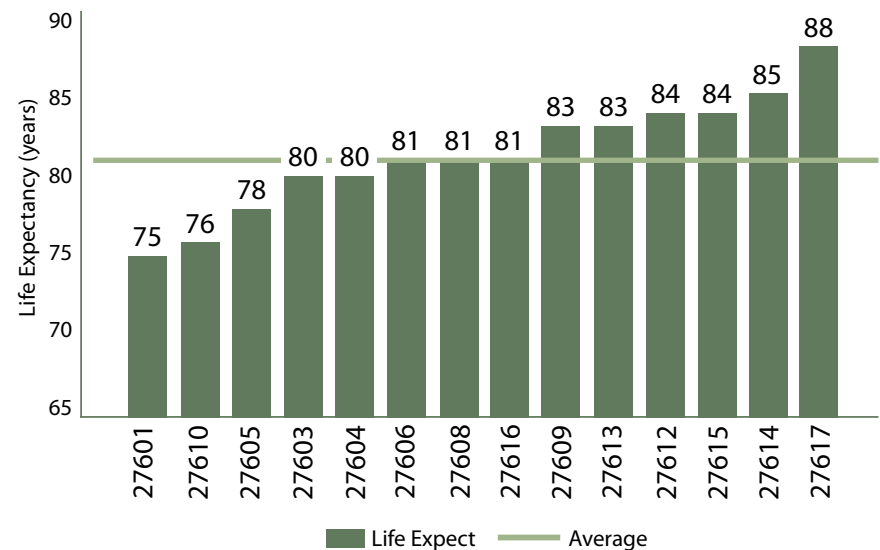
Six of the 653 projects included in the BikeRaleigh Master Plan have been completed
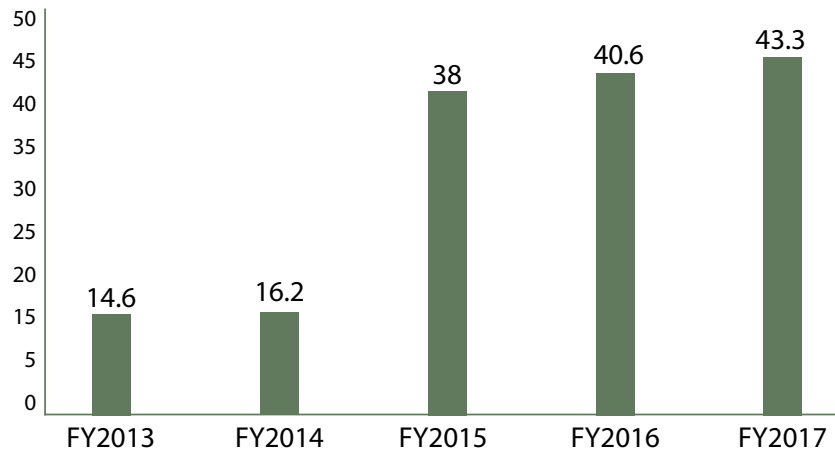
Twenty-three of the 216 projects (11%) included in the Pedestrian Master Plan have been completed

Transportation & Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.

Cumulative Miles of Bike Lanes[21]

Having a robust multi-modal transportation system is important for our community's future. The four objectives within the Transportation & Transit key focus area seek to:

- Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.
- Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.
- Connect the City's transportation network to the region through partnerships.
- Establish Raleigh as the leader in transportation innovation.

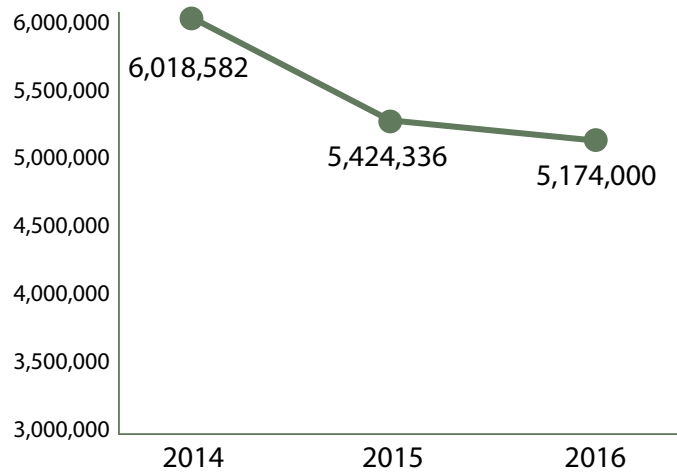### Commuters Travel Mode to Work Other than Driving Alone[8]
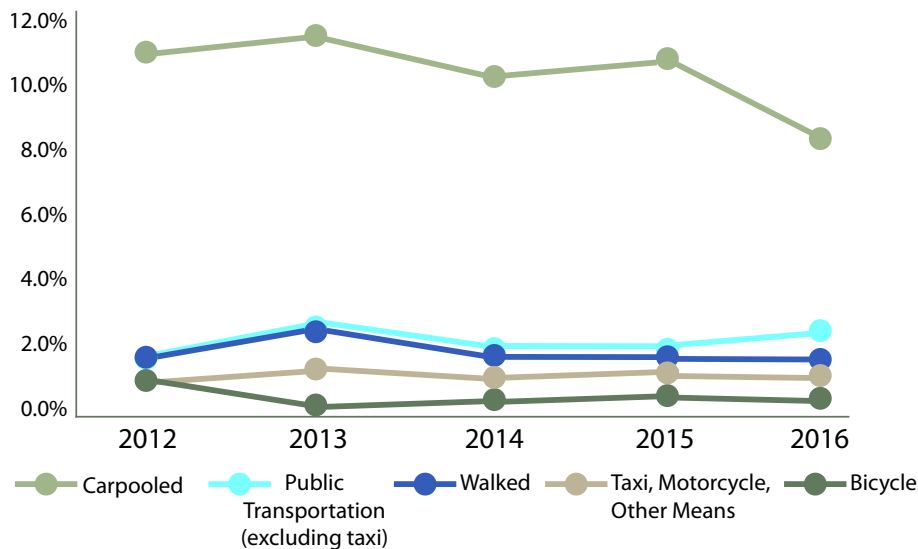
Transit Users Rating of GoRaleigh[22] (percent "good" or "very good")
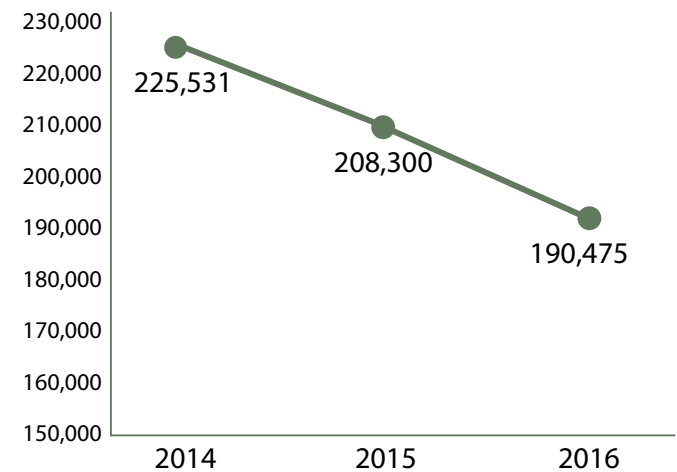
32% Weekend Service
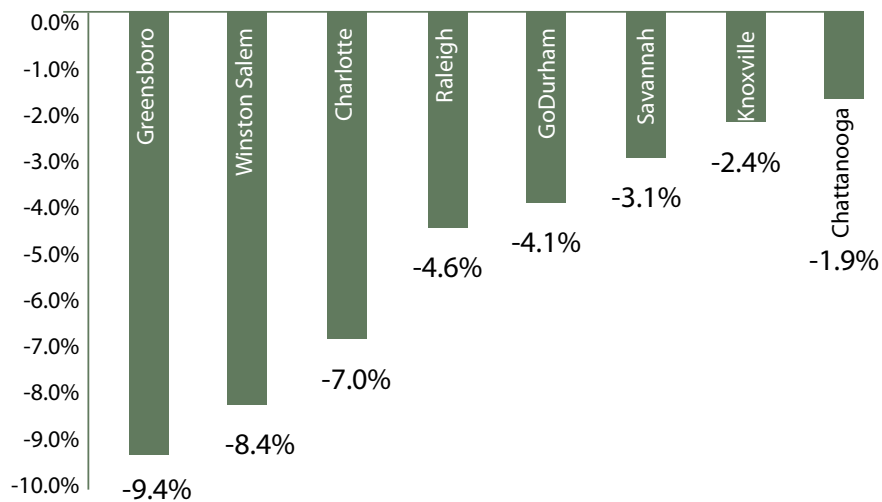
63% Frequency

64% Ease of Bus Connections

GoRaleigh Ridership

6,018,582

5,424,336

5,174,000

2014   2015   2016

Transit System Users from Outside of Raleigh

225,531

208,300

190,475

2014   2015   2016

Fixed Route Ridership Decline Comparison

Greensboro	Winston Salem	Charlotte	Raleigh	GoDurham	Savannah	Knoxville	Chattanooga
-9.4%	-8.4%	-7.0%	-4.6%	-4.1%	-3.1%	-2.4%	-1.9%

GoRaleigh's calendar year ridership is similar to what is happening in the region and industry. In a study completed at the end of Fiscal Year 2016, GoDurham, Greensboro, Winston-Salem, Savannah, Knoxville, and Chattanooga all reported declines in ridership. Contributing factors in all cases were lower gas prices and increased competition from ride-sharing services providers such as Lyft, Uber, and commuter van services. While overall GoRaleigh ridership saw declines, the Clayton, Fuquay-Varina, and Johnston County express routes experienced increases.

Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

TT 1.1 Review and Evaluate Project Delivery Process
Two cross-departmental teams obtained Lean Six Sigma certification and utilized principals learned to analyze the transportation project delivery process. Results and recommendations were submitted to the Transportation and Engineering Services Departments for review. Staff will continue research of peer municipalities to seek additional feedback and innovative ideas for project delivery improvements, with plans to move into implementation within this fiscal year.

TT 1.2 Transit, Transportation & Land Use Vision
Staff has created, distributed, and promoted videos that communicate the City's vision for transit, transportation, and land use. The videos received thousands of YouTube views and Twitter impressions. This initiative's work will continue to be advanced as part of the City's Comprehensive Plan update.

TT 1.3 Data-driven Transportation Investments
Staff has completed the initial stages of the inventory process, which includes a transportation data inventory with datasets across seven local, regional, and state organizations. Next steps include developing a systematic approach to collecting, aggregating, and mapping as well as identifying and implementing tools to visualize and analyze this data.

1,093.7mi of streets

The City of Raleigh maintains 1,093 miles of streets. The City intends to contract with a third-party vendor to conduct a sidewalk/street inventory and pavement condition assessment. This will allow for more objective and accurate inspection data, as well as, provide a variety of other data points related to City assets.

**Enhance the safety, maintenance, convenience, and appearance of
the transportation network in order to give more people more choices.**

TT 2.1 Strengthen Transportation Connections between Modes
Several projects that will advance this initiative are either in planning, design/development, under construction, or completed. In planning are the Transit and Land Use Vision policy, the Downtown Operations Study, and the bus component of Raleigh Union Station. In design/development is the Bike Share system. Under construction is Raleigh Union Station. Projects completed include Sandy Forks Road widening, Lenoir South two-way conversion, and the Trailwood Bridge replacement. Each of these projects works toward the initiative's goal of strengthening the connections between transportation modes.

TT 2.3 Develop Maintenance and Improvement Plans
The Transportation Department compiled a list of projects that will receive highest priority for implementation as part of the Transportation Bond Referendum that was approved in October 2017. These projects were prioritized based upon the results from the recent Community Survey, and include all aspects of design, right of way, and construction. The Transportation and Finance Departments will be collaborating to create reports that reflect the project expenditures as they relate to the bond proceeds to ensure full accountability.

TT 2.4 Position Select Greenway Trails as Transportation Options
Several Capital Improvement Plan projects that will advance this initiative are underway, including the Crabtree Creek West, Pigeon House Creek Trail, and Rosengarten Greenway. In addition, connectivity has been improved along the Walnut Creek Trail at Trailwood Drive as part of an Interlocal Agreement with the North Carolina Department of Transportation. These projects are locally and regionally critical and will significantly improve the desirability of the greenway system being used for transportation. The City has established a methodology for conducting trail user counts and has also established baseline data of trail users. A better understanding of how the system is currently being used and how to better position it for transportation use will be evaluated as the City continues to collect data through partnerships and newly procured trail counter system.
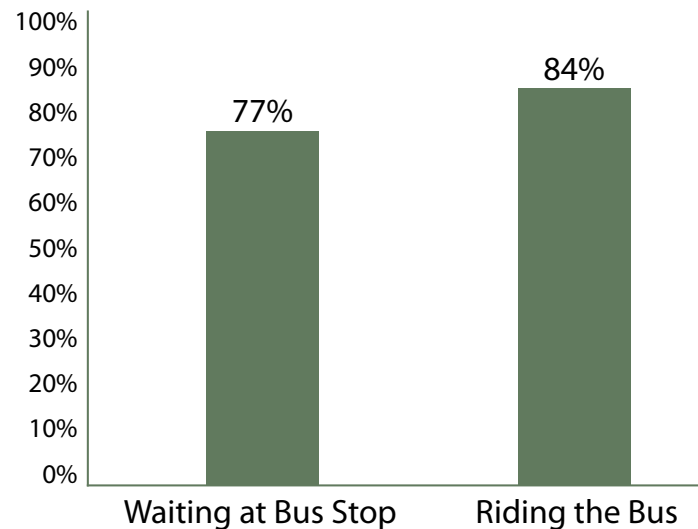
34% Percent rate the city's transit network as being able to serve those with disabilities
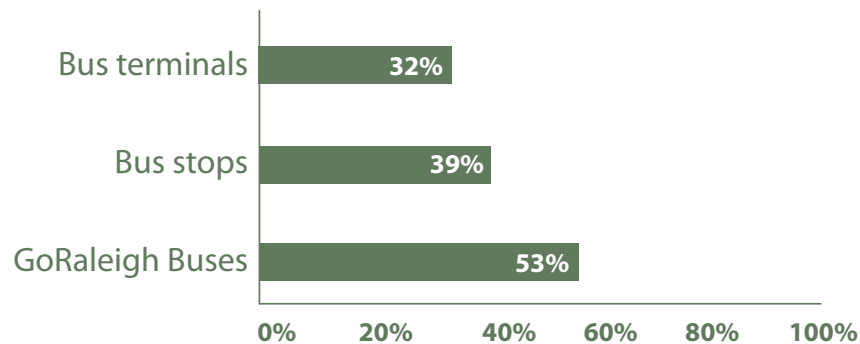
12% Percent indicated they frequently or very frequently use the city's greenways for transportation

Transit Users Rating of GoRaleigh[22](percent "safe" or "very safe")

Community Ratings on GoRaleigh Cleanliness (percent "good" or "excellent")

TT 2.2 Improve Transportation Experience

GoRaleigh completed a $10 million renovation of GoRaleigh Station in late FY2017. Eleven new buses were received in FY2017, representing an investment of approximately $5.5 Million. Upcoming projects that will continue to improve the transit experience include a new Park-and-Ride facility at Poole Road and Bus Way, the renovation of the paratransit facilities on Blount and Wilmington Streets, and a new compressed natural gas (CNG) fueling facility. GoRaleigh Station and transit facilities in right-of-ways are now maintained by GoRaleigh. Providing this service in house will allow for quicker responses and the consistent review of facilities for cleaning and repair. GoRaleigh expends $750,000 annually, using existing local and federal funding, to improve passenger amenities within the City of Raleigh. These funds have resulted in the construction of approximately 30 new Americans with Disabilities Act (ADA) accessible bus stops and equipping bus facilities with shelters, benches, trash receptacles, improved lighting, and real time passenger information displays at transfer locations. In November 2016, Wake County residents approved a half percent local sales and use tax for public transit. This successful referendum will provide up to $75 million annually in additional revenues for transit.

**Connect the City's transportation network to the region through partnerships.**

TT 3.1 Transportation Relationships & Partnerships
City staff actively participates in the Transportation Planning Advisory Committee (TPAC). Participating in TPAC allows City staff to build relationships and share information with representatives from other jurisdictions.

TT 3.2 2016 Transit Referendum - Expand Service & Complete Infrastructure Projects
A half percent local sales and use tax for public transit was approved in November 2016. Full implementation of the plan will occur over multiple years. Implementation of the Fiscal Year 2018 work plan will be include increased span of service on the #7 (South Saunders) route and providing hourly Sunday service on all routes. Staff will also be completing a downtown transit operations study to identify how bus services will operate in the downtown area.

GoRaleigh Regional Connections by Mode

Legend: 2015 2016 2017
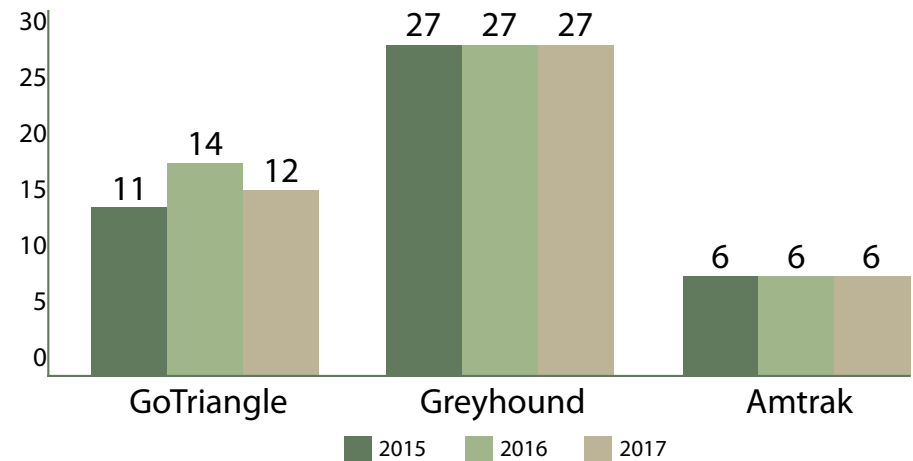
The number of GoTriangle connections was reduced to 12 following the substantial completion of the US Department of Transportation funded I-40 Fortify project. The two routes from Johnston County were temporarily funded during the project to assist with traffic mitigation and provide alternatives to commuters.

RDU Direct Flights

2017
2016
45 RDU Direct Flights

2015
41 RDU Direct Flights

2014
40 RDU Direct Flights
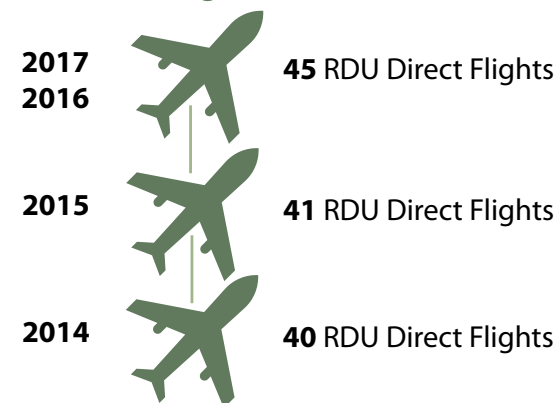
Establish Raleigh as the leader in transportation innovation.

**TT 4.1 Alternative Fuel Technologies**
During Fiscal Year 2017, the City continued to transform its fleet into a more fuel efficient and cleaner system by replacing 42 vehicles with hybrid technology. Additionally, two residential waste collection vehicles were replaced with Compressed Natural Gas (CNG) powered engine vehicles. The Raleigh Transit Authority reviewed the CNG feasibility report and determined the replacement of 75% of the GoRaleigh bus fleet with CNG buses should begin as early as Fiscal Year 2018. In the coming months, the City of Raleigh will convert seven vehicles to propane, add two more CNG vehicles, and establish a Telematics Fleet tracking/routing and management system.

TT 4.2 Initiate Speakers Series for Innovative Topics
An interdepartmental work team is developing the public lecture series which will feature subject matter experts who can challenge and inspire attendees to think critically about the issues facing Raleigh as we continue to grow and evolve into a world-class city. The series – which will be branded as Connect Raleigh – will kick off in November 2017 with Peter Kageyama, author of For the Love of Cities: The Love Affair Between People and Their Places and Love Where You Live: Creating Emotionally Engaging Places, as guest speaker.

In addition to developing a more eco-friendly fleet, the City has taken steps to educate City of Raleigh employees on the importance of using alternative fuels and has partnered with North Carolina State University to provide eco-friendly driver training to appropriate City employees.

Alternative Vehicles in City Fleet[23]

Legend: % Alternative Vehicles — % Non-Alternative Vehicles
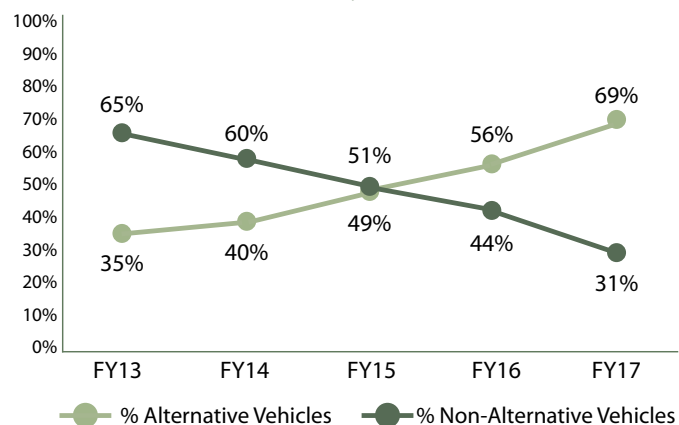
Data Endnotes

Many data points included in this report are provided by City of Raleigh Departments. The endnotes below provide additional information regarding some of the data presented in the report. Should you have questions about any of the performance measures included in this report, please contact the City's Budget and Management Services Department at 919-996-4270.

1. Community Survey data: shared throughout the report. The community-wide random sampled survey was conducted by the ETC Institute from November through December 2016. Percentages exclude "don't know" responses. The national average represents average as calculated by ETC Institute.
2. Raleigh Accolades: to learn more about Raleigh's recognitions and accolades visit: http://www.raleighnc.gov/government/content/PubAffairs/Articles/AccoladesRaleigh.html.
3. Creative Vitality Index: calculated by WESTAF Creative Vitality Suite.
4. Arts and Culture Economic Impact: this is the latest available data calculated by the Americans for the Arts, Arts and Economic Prosperity IV.
5. Hotel Supply and Demand: Data source is Greater Raleigh Convention and Visitors Bureau.
6. Wake County Visitors: data source is Greater Raleigh Convention and Visitors Bureau.
7. Historic Sites and Landmarks: Numbers include sites and structures that are protected through the Certificate of Appropriateness (COA) process; thus, new buildings within historic districts are included in these numbers because regulating the non-historic buildings assist in protecting the character of the historic district as a whole.
8. Data Source: US Census Bureau American Community Survey 1-year estimates.
9. Unemployment Rate: 2017 data represent average from January through August 2017. Numbers are seasonally unadjusted. Source is North Carolina Department of Commerce Labor & Economic Analysis Division.
10. Incubator/Co-work Space: data self-reported by incubators and co-work spaces.
11. Startups/Small Business Interactions: startups/small business defined as businesses with less than 49 employees.
12. Economic Development Toolkit: visit www.raleigh4u.com to learn more about the various incentives included in the toolkit.
13. Air Quality Index: data source is U.S. Environmental Protection Agency AirData. Data cover the Raleigh Core Based Statistical Area. 2017 data are for January through July 31.The EPA notes that statistics for 2017 are not final until May 1, 2018.
14. Financial Transactions Payment Method: electronic refers to an automated payment method.
15. Average Years of Service: calculated for full-time employees only.
16. Average Time to Hire: Number of calendar days between the eligible list (list of qualified candidates forwarded to the hiring manager from the Human Resources Department) and the offer of employment.
17. Person and Property Crimes per 100,000 adhere to National Incident-Based Reporting System (NIBRS) definition of person and property crimes. Population estimates are based on official US Census Bureau, Population Division estimates. FY2015 population is based on July 2015 official US Census Bureau, Population Division estimate. At the time of report preparation, a 2016 Census population estimate was not available consequently the 2016 population uses an estimate of a two percent increase over the 2015 Census estimate.

Data Endnotes

18. Average Response Time to Priority 0 Calls: Priority 0 calls include—Fight, Fight with Weapons; Shots into Building, Residence, Vehicle; Subject Shot; Homicide; Domestic Disturbance with Weapons; Officer Down; Subject with a Gun; Disturbance with Weapons; Crash – Aircraft; Crash – Boat; Crash – Fatality; Crash – Injury/Pinned In; Crash – Train/Injury; Armed Robbery; Attempted Armed Robbery; Rape; Mental Commitment/Violent; Robbery Alarm; Assault by Pointing (a Firearm); Active Shooter; Breaking and Entering (Non-Residence); Breaking and Entering (Residence); Breaking and Entering (Vehicle); Bomb Threat; Vehicle/Foot Chase; Check In with Police; Car-Jacking; Drowning; Home Invasion (In progress or Earlier); Hostage; Kidnapping; Missing Person Endangered; Panic Alarm; Weapons of Mass Destruction; Stabbing; Strong Arm Robbery.

19. Racially Concentrated Areas of Poverty (RCAP): RCAPs are defined as a Census Tract that exhibits both of these characteristics according to Census data: (1) more than 30% of residents live below poverty level and (2) more than 50% of households are non-white.

20. Life Expectancy by Zip Code: calculated by the Virginia Commonwealth University Center on Society and Health. The study was unable to calculate life expectancies for the following zip codes due to insufficient data: 27517, 27607, 27695, and 27709.

21. Bike Lanes: miles are for on-road network only and do not include greenways, wide sidewalks, or sharrows/shared lane markings - which are not dedicated facilities for bicyclists but are marked parts of our network.

22. GoRaleigh Transit Survey: 2015 survey of transit users.

23. Alternative Vehicles in City Fleet: alternative vehicle is defined as vehicles with license plates, not equipment, that use Biodiesel, E85, Propane, Compressed Natural Gas, and Electricity. Does not include hybrids. Excludes GoRaleigh and Fire Department's fleet.

24. General Fund per Capita: FY2015 population is based on July 2015 official US Census Bureau, Population Division estimate. At the time of report preparation, a 2016 Census population estimate was not available consequently the 2016 population uses an estimate of a two percent increase over the 2015 Census estimate and 2017 population uses an estimate of two percent increase over the 2016 estimate.

25. The interest to hold events at the Raleigh Convention Center (RCC) from local, regional, and national organizations continues to remain strong. The attendance at the RCC can fluctuate dramatically based on a single event. Attendance can be impacted by a number of factors including weather and other competing events in the region. As the traveling Broadway market has shifted, it has resulted in a decrease in our overall attendance at the Duke Energy Center for the Performing Arts. Though attendance is down due to the lack of available inventory of Broadway shows, it has offered the resident companies more opportunities to produce shows. As a result of the limited inventory and in an effort to manage the financial risk exposure for the City, staff has strategically reduced the number of shows that Broadway Series South presents at the Duke Energy Center for the Performing Arts.

26. Average Daily Water Use data are calendar year data. 2017 represents usage from January 1 through June 30. Usage covers the entire population served (including population beyond the City of Raleigh).Residential usage includes residential, residential irrigation, multi-family, and multi-family irrigation.

27. Recycling and Waste Data: waste data reflect single-family residences only. Recycling data reflect both single-family and multi-family residences.
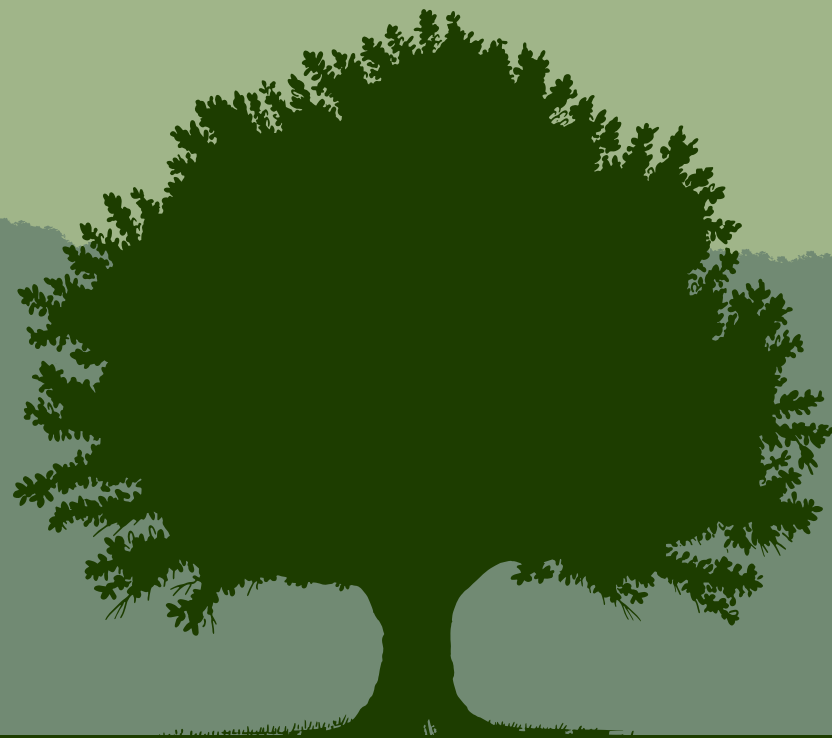
strategicplan.raleighnc.gov